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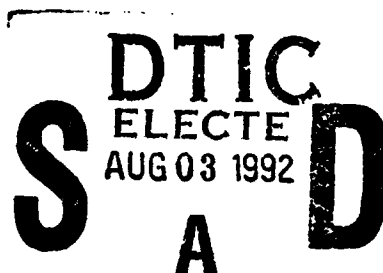
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**ARI Research Note 92-46**

# **1987 Proteus Survey: Technical Manual and Codebook**

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**U.S. Army Research Institute**



**Leadership, Personnel, and Organizational Change Technical Area**  
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## FOREWORD

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The Manpower and Personnel Research Division (MPRD) of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) conducts research on manpower and personnel issues of particular significance to the U.S. Army. This research product provides a technical manual and codebook for the database that resulted from the Project Proteus Survey administered in 1987.

The 1986 and 1987 Proteus surveys are part of a continuing ARI program of research on officer careers. The 1987 Proteus survey provides information about officer career experiences, attitudes, and decisions. When linked with current ARI databases, it contributes to the longitudinal analyses of officer manpower, personnel, career, and methodological research issues. In 1988, Project Proteus surveys were reviewed and expanded and became the Longitudinal Research on Officer Careers (LROC) Survey with data collected annually since 1988.

ARI's participation in this effort is part of an ongoing program of research designed to enhance the quality of Army personnel. This work is an essential part of the mission of MPRD to conduct research to help effectively and efficiently manage the force.

## 1987 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

### EXECUTIVE SUMMARY

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#### Research Requirement:

To identify and track the individual, organizational, psychosocial, and family factors that influence officer career decisions; and, to specify the policy relevance of these findings for officer manpower, personnel, and force structure planners.

#### Procedure:

In the summer of 1987, the U.S. Army Research Institute (ARI) sent surveys to a random sample of approximately 1,000 officers (2nd Lieutenant through Captain) from each of seven commissioning year groups: 1980 to 1986. Three forms of the questionnaire were constructed from the six questionnaires previously used in the 1986 Proteus Survey: (Form A for year groups 1982-1984; Form B, year groups 1980 & 1981; Form C, year groups 1985 & 1986). The sampling plan, based on the 1985 and 1986 Proteus surveys, called for stratification of the sample by source of commission (40% USMA, 40% Reserve Officer Training Corp, 20% from Officer Candidate School and Direct Commission) and by gender. Female officers were supposed to be oversampled (30% in the sample versus approximately 15% in the population) to assure sufficient numbers for longitudinal analyses. The content of the surveys used in 1985, 1986, and 1987 followed officer career themes identified in the earlier USMA study, Project Athena.

#### Findings:

The 1987 Project Proteus database appears to be fairly representative of the officer population from which it was drawn. This finding rests on a comparison of the 1987 respondents with company grade officer population characteristics. However, specific population parameters by stratification used to draw the original sample were not available or not recorded. Descriptive statistics and database characteristics are included in this paper providing baseline information for future research. This database provides the necessary information for tracking factors that influence officer career decisions and retention over time and to evaluate the effects of policy changes and events on officers' attitudes and behavior.

### Utilization of Findings:

The 1987 Proteus database provides useful information for empirical and policy research on officer careers. It has been merged with the 1986 Proteus data and with the data from ongoing officer research to track the attitudes and behavior of the officer corps. It can also be used to test the applicability of new research methods, such as latent growth curve analysis, to the study of officer careers. Finally, as part of an ongoing research project, it provides useful insights on the characteristics of officers who remain with or leave the Army. Only through a longitudinal database can policymakers and planners have the timely information to determine force quality, structure, and training needs to assure the availability of quality field grade and general officers for the future.

# 1987 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

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## 1987 PROTEUS SURVEY: TECHNICAL MANUAL AND CODEBOOK

### Introduction

Project Proteus was an extension of Project Athena developed by the United States Military Academy (USMA) and the U.S. Army Research Institute (ARI) to study the effect of admitting women to USMA. The original study was designed to analyze the effects of this change in policy both on the individual cadets and on the Academy, and to study the process of coeducation over four years. The results of Project Athena were documented in several reports (Adams, 1979, 1980, 1984b; Vitters, 1978; Vitters & Kinzer, 1977). Project Proteus extended the study to track the careers of the original 1980 graduating class of cadets after they were commissioned. It included small group interviews (Adams, 1983, 1984a, 1985) and surveys conducted by USMA and sponsored by ARI's Office of Basic Research.

The 1985 Proteus Survey included questions on career development and experiences; leadership training and effectiveness; precommissioning experiences; command experiences; and personal, career, and army satisfaction. The goal of this research was to identify specific experiences and relationships that shape a successful officer's career. Information from the survey could then be used to design career development and personnel programs to maximize the Army's utilization of its leaders and to retain the best officers over a longer career period. Results of the 1985 survey were reported in several USMA Technical Reports (Adams, 1986a, 1986b, 1986c; Adams & Orend, 1986a, 1986b).

In 1986, Michigan State University assisted USMA with the second administration of the survey. This 1986 research is documented in USMA Technical Reports which describe the sampling procedures, data management, and analyses (Adams, Chao, Ilgen, DeGregorio, & Whitener, 1987; Adams, Chao, Ilgen, Whitener, & DeGregorio, 1987; Adams, DeGregorio, Chao, Whitener, & Ilgen, 1987a, 1987b; Adams, Ilgen, Chao, Whitener, & DeGregorio, 1987; Adams, Whitener, Ilgen, Chao, & DeGregorio, 1987).

In 1987, the Vice Chief of Staff, U.S. Army, transferred the Proteus Project to the U.S. Army Research Institute as part of its research in the areas of retention and readiness. Surveys and data tapes for 1986 were received from Michigan State University to become part of ARI's files. The 1986 Proteus Survey and database are described in a companion Research Product, the Technical Manual and Codebook for Proteus 1986 (Harris & Wochinger, 1992). In 1988, Project Proteus was reviewed and expanded and became the Longitudinal Research on Officer Careers (LROC) Survey. Data has been collected for the LROC Survey annually since 1988.



This document provides a codebook for the 1987 Proteus Survey with details on the development of the database to facilitate its use in ongoing research. Data for the 1985 Proteus Survey is not a part of the ARI databases.

## Method

### Subjects

U.S. Army Officers (2nd Lieutenants, 1st Lieutenants, and Captains) commissioned in 1980 through 1984 were the subject population for the first Proteus Survey administered in 1985. In each subsequent year of the survey, officers of the same ranks commissioned in the year group immediately preceding the survey were added to the sample: the 1986 Survey added officers commissioned in 1985; the 1987 Survey added officers commissioned in 1986; etc. The sampling stratification of this population is explained in the next section.

### Procedure

In 1987, ARI consolidated the six surveys previously used in 1986 into three surveys. For year groups 1980-1985, officers who were mailed surveys in 1985 and 1986 who were still in the Army were the sample used to administer the 1987 survey. An additional sample of 1,000 officers was randomly selected from the 1986 year group reportedly stratified by source of commission (40% USMA, 40% ROTC, 20% OCS and DC) and by gender, as in previous years. A total of approximately 7,000 surveys were mailed in the summer of 1987. Form A of the survey was sent to year groups 1982, 1983, and 1984; Form B was sent to 1980 and 1981 year groups; and Form C was sent to the remaining year groups 1985 and 1986. A total of 3417 officers responded to the 1987 Proteus Survey.

### Respondents

Little detailed information is recorded on the population data for year groups 1980-1986 or on the exact numbers and percentages sampled for the strata used in 1985 and 1986. However, investigations by ARI indicate that a random procedure may have been used to draw the sample for the 1980-1985 year groups instead of the planned stratification criteria. Another database project in ARI developed the Officer Longitudinal Research Database (OLRDB) which provided population information from the Officer Master Files for the entire officer corps of the Army. Table 1 provides a comparison of the percentage of respondents for the 1987 Proteus Survey and the population percentages from the OLRDB for each of the key strata (gender and source of commission) reportedly used to draw the sample in 1987. Although this information does not allow calculation of year group response rates, it does indicate the representativeness of the respondents.

**Table 1**

**1987 Proteus Survey respondents compared to the population of company grade officers in 1987 for key sampling strata**

Strata		1980	1981	1982	1983	1984	1985	1986
<b><u>Gender</u></b>								
Males	OLRDB	86%	86%	86%	85%	83%	83%	82%
	PROTEUS	89	87	91	91	90	88	87
Females	OLRDB	14	14	14	15	17	17	18
	PROTEUS	11	14	7	9	10	12	13
<b><u>Source of Commission</u></b>								
USMA	OLRDB	16	18	16	13	13	14	15
	PROTEUS	14	22	24	22	22	31	44
ROTC	OLRDB	62	60	61	65	69	62	60
	PROTEUS	69	59	61	62	61	54	27
OCS	OLRDB	13	14	14	11	10	10	12
	PROTEUS	16	16	13	15	16	15	23
DC	OLRDB	10	10	9	11	8	14	13
	PROTEUS	1	2	1	0	0	0	6

Table 1 indicates that for year groups 1980-1985, ROTC and OCS are fairly representative across all years as they were in the 1986 Proteus Survey administration (Harris & Wochinger, 1992). The percentage of respondents from USMA is also consistent with the findings in the 1986 survey indicating an overrepresentation for 1981-1985 year groups. The percentage of respondents from DC for 1987 cannot be considered as representative. The new 1986 year group added for this 1987 administration of the Proteus survey is significantly different from the other year group statistics. Specifically, USMA is substantially overrepresented; ROTC is substantially underrepresented. It appears that the 1986 year group was not randomly sampled; however, data is not available to clarify the findings in Table 1. Additional information on the OLRDB can be found in several reports on the development and characteristics

of this database (Hunter, 1988; Hunter, Rachford, Kelly, & Duncan, 1987; Younkman, 1987).

### Database Development

The 1987 Surveys contained a total of 139 questions. The first 121 questions were identical for all three questionnaires. Form A had only these 121 questions; Form B added questions 122-126 on command experiences; and Form C had questions 1-121 with additional questions 127-139 on precommissioning experiences, leadership development, and military transition. Form C did not have questions 122-126. The 1987 Master Survey and the three separate surveys are included as Appendix B. The original question responses were a., b., c., etc. In the Master Rawdata File, these responses were coded as a=1, b=2, c=3, etc.

Missing Data. Two types of missing data exist in the Master Rawdata File:

- If the question did not appear on the individual survey, the question was coded as a blank (SYSMIS).
- If the question appeared on the survey, but the officer did not answer the question, the question was coded as "0." These are considered true missing values.

SPSS-X Program File. ARI developed an SPSS-X program to create an SPSS-X system file using the Master Rawdata File described above. This program recodes outliers in the file to "0". All other codes are retained in their original form for analysis. Questions in the 1987 Survey were matched to questions in the 1986 Master Survey. Questions were given variable names to allow the tracking of identical questions over time. Appendix C provides a cross-reference of questions in the 1987 Master Survey with questions in the 1986 Master Survey. Identical questions across both years used the same naming convention (P86Q8/P87Q8). Different questions or questions with different response categories in 1987 were labeled with a prefix of N87 (N87LDR1).

Information on accessing the 1987 Master Rawdata File or the 1987 SPSS-X system file for research purposes can be obtained from the Director, Manpower and Personnel Research Division of ARI.

### Results

Appendix A presents the Codebook for this 1987 Proteus database. On each page is the question, frequencies, variable name, column position and length, and value labels for every question in the 1987 Master Survey. Pages in the codebook are in the order the questions appear in the questionnaire and the order the variables are recorded in the file. The variable names, however, are not necessarily in numerical order because the

variable names were matched to the 1986 Proteus variables. As discussed above, the cross-reference for the variables appears in Appendix C.

Tables in the codebook do not display missing values nor were missing values included in the calculation of percentages (displays valid percent). While the total sample size for the Proteus 1987 Survey was 3417 not all questions were asked of all year groups as discussed earlier in this paper. Analysts should refer to the frequencies for CLASS87 to determine the number of respondents who received questions 122-126 (year groups 1980-1981 only) and questions 127-139 (year groups 1985-1986 only). Additional descriptive statistics for each 1987 variable are provided in Appendix E.

### Discussion

The 1987 Proteus Survey database is part of a database development program in the Manpower and Personnel Research Division of ARI. This 1987 Proteus data, the 1986 Proteus data, the LROC data, and the OLRDB population database are part of ARI's continuing effort to provide accurate, timely information on the impact of policy changes and events on the career decisions of the officer corps. This longitudinal research also provides continuing information on the factors that influence retention, morale, and recruitment. Through longitudinal research, ARI can provide researchers, policymakers, and manpower planners with the type of data necessary to facilitate effective decision making.

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# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Race - (Variable in file not part of questionnaire)

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WHITE .....	2775
COL PRCT .....	85.1%
BLACK .....	306
COL PRCT .....	9.4%
HISPANIC .....	92
COL PRCT .....	2.8%
ASIAN .....	35
COL PRCT .....	1.1%
OTHER .....	53
COL PRCT .....	1.6%
TOTAL .....	3261

Variable Name: RACE87	Value Labels:
Col Position/Length: 25,1	1=White
	2=Black
	3=Hispanic
	4=Asian
	5=Other

Sex - (Variable in file not part of questionnaire)

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MALE .....	2913
COL PRCT .....	89.0%
FEMALE .....	359
COL PRCT .....	11.0%
TOTAL .....	3272

Variable Name: SEX87	Value Labels:
Col Position/Length: 30,1	1=Male
	2=Female

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 1: Year of Commissioning

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CLASS YEAR	
1980.....	595
COL PRCT.....	17.7%
1981.....	489
COL PRCT.....	14.6%
1982.....	487
COL PRCT.....	14.5%
1983.....	339
COL PRCT.....	10.1%
1984.....	428
COL PRCT.....	12.7%
1985.....	368
COL PRCT.....	11.0%
1986.....	652
COL PRCT.....	19.4%
1987.....	2
COL PRCT.....	.1%
TOTAL.....	3360

Variable Name: CLASS87	Value Labels:
Col Position/Length: 33,1	1=1980
	2=1981
	3=1982
	4=1983
	5=1984
	6=1985
	7=1986



APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 2: Source of Commissioning

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMMISSION SOURCE	
OCS.....	577
COL PRCT.....	17.0%
USMA.....	873
COL PRCT.....	25.6%
ROTC.....	1881
COL PRCT.....	55.3%
DIRECT.....	67
COL PRCT.....	2.0%
OTHER.....	6
COL PRCT.....	.2%
TOTAL.....	3404

Variable Name: SOCOM87	Value Labels:
Col Position/Length: 34,1	1=OCS
	2=USMA
	3=ROTC
	4=Direct
	5=Other

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

### Question 3: Current Rank

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RANK	
2LT.....	607
COL PRCT.....	17.9%
1LT.....	948
COL PRCT.....	27.9%
CPT.....	1835
COL PRCT.....	54.0%
MAJ.....	6
COL PRCT.....	.2%
TOTAL.....	3396

Variable Name: RANK87  
Col Position/Length: 35,1

Value Labels:  
1=2LT  
2=1LT  
3=CPT  
4=MAJ

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

### Question 4: Major Command Headquarters

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MACOM	
FORSCOM.....	1619
COL PRCT.....	48.1%
TRADOC.....	884
COL PRCT.....	26.3%
EUROPE.....	302
COL PRCT.....	9.0%
WESTERN.....	190
COL PRCT.....	5.6%
KOREA.....	185
COL PRCT.....	5.5%
OTHER.....	183
COL PRCT.....	5.4%
TOTAL.....	3363

Variable Name: MACOM87  
Col Position/Length: 36,1

Value Labels:  
1=Forces Command  
2=Training &  
Doctrin Command  
3=U.S. Army Europe  
4=Western Command  
5=U.S. Army Korea  
6=Other

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

### Question 5: Present Assignment

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

BRANCH TYPE	
COMBAT ARMS.....	1790
COL PRCT.....	53.1%
COMBAT SUPPORT.....	665
COL PRCT.....	19.7%
COMBAT SERVICE SUPPORT <sup>1</sup> .	646
COL PRCT.....	19.2%
OTHER.....	272
COL PRCT.....	8.1%
TOTAL.....	3373

Variable Name: BRTYPE87  
Col Position/Length: 37,1

Value Labels:  
1=Combat Arms  
2=Combat Support  
3=Combat Service Support  
4=Other (e.g. graduate school,  
industry training)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 6: How effective are you in carrying out your duties in your present leadership role?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

EFFECTIVENESS IN LDR ROLE	
VERY EFFECTIVE.....	1631
COL PRCT.....	48.1%
EFFECTIVE.....	1281
COL PRCT.....	37.7%
INEFFECTIVE.....	14
COL PRCT.....	.4%
VERY INEFFECTIVE.....	2
COL PRCT.....	.1%
NOT IN LDR ROLE.....	466
COL PRCT.....	13.7%
TOTAL.....	3394

Variable Name: N87LDR1  
Col Position/Length: 38,1

Value Labels:  
1=Very Effective  
2=Effective  
3=Ineffective  
4=Very Ineffective  
5=Does Not Apply (Am not now  
in a Leadership Role)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 7: How would you rate yourself in terms of leadership performance, relative to other officers of your rank?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SELF RATING OF LEADERSHIP	
TOP 10%.....	1976
COL PRCT.....	58.3%
2ND 10%.....	1015
COL PRCT.....	29.9%
3RD 10%.....	207
COL PRCT.....	6.1%
4TH 10%.....	44
COL PRCT.....	1.3%
5TH 10%.....	14
COL PRCT.....	.4%
BOTTOM 50%.....	1
COL PRCT.....	.0%
DNA.....	135
COL PRCT.....	4.0%
TOTAL.....	3392

Variable Name: P87Q75  
Col Position/Length: 39,1

Value Labels:  
1=In the Top 10th Percentile  
2=In the 11th to 20th Percentile  
3=In the 21st to 30th Percentile  
4=In the 31st to 40th Percentile  
5=In the 41st to 50th Percentile  
6=In the Bottom 50th Percentile  
7=Does Not Apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 8: Overall, how much confidence do you have in your leadership abilities?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OVERALL CONFIDENCE IN LEADER ABILS	
A GREAT DEAL.....	3074
COL PRCT.....	90.6%
SOME.....	312
COL PRCT.....	9.2%
LITTLE.....	8
COL PRCT.....	.2%
TOTAL.....	3394

Variable Name: P87Q139  
Col Position/Length: 40,1

Value Labels:  
1=A great deal  
2=Some  
3=A Little  
4=None

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 9: How effective is your unit in performing the tasks assigned to it?

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

UNIT EFFECTIVENESS	
VERY EFFECTIVE.....	2028
COL PRCT.....	59.9%
SOMEWHAT EFFECTIVE.....	929
COL PRCT.....	27.4%
SOMEWHAT INEFFECT.....	65
COL PRCT.....	1.9%
VERY INEFFECTIVE.....	17
COL PRCT.....	.5%
DNA.....	347
COL PRCT.....	10.2%
TOTAL.....	3386

Variable Name: N87LDR2  
Col Position/Length: 41,1

Value Labels:  
1=Very Effective  
2=Somewhat Effective  
3=Somewhat Ineffective  
4=Very Ineffective  
5=Does Not Apply (Am not in a Unit)



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 10: How would you rate your unit in terms of mission accomplishments, relative to other units performing similar missions?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

UNIT RATING	
TOP 10%.....	1868
COL PRCT.....	55.2%
2ND 10%.....	808
COL PRCT.....	23.9%
3RD 10%.....	222
COL PRCT.....	6.6%
4TH 10%.....	64
COL PRCT.....	1.9%
5TH 10%.....	63
COL PRCT.....	1.9%
BOTTOM 50%.....	29
COL PRCT.....	.9%
DNA.....	332
COL PRCT.....	9.8%
TOTAL.....	3386

Variable Name: P87Q77  
Col Position/Length: 42,1

Value Labels:  
1=In the Top 10th Percentile  
2=In the 11th to 20th Percentile  
3=In the 21st to 30th Percentile  
4=In the 31st to 40th Percentile  
5=In the 41st to 50th Percentile  
6=In the Bottom 50th Percentile  
5=Does Not Apply (Am not in a Unit)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 11: The amount of responsibility in your work.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AMT OF RESPONSIBILITY	
WELL ABOVE OTHERS.....	995
COL PRCT.....	29.6%
ABOVE OTHERS.....	1246
COL PRCT.....	37.0%
ABOUT SAME.....	945
COL PRCT.....	28.1%
BELOW OTHERS.....	161
COL PRCT.....	4.8%
WELL BELOW OTHERS.....	19
COL PRCT.....	.6%
TOTAL.....	3366

Variable Name: P87Q140  
Col Position/Length: 43,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 12: The amount of challenge in your duties.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AMT OF CHALLENGE	
WELL ABOVE OTHERS.....	838
COL PRCT.....	25.0%
ABOVE OTHERS.....	1303
COL PRCT.....	38.9%
ABOUT SAME.....	952
COL PRCT.....	28.4%
BELOW OTHERS.....	223
COL PRCT.....	6.7%
WELL BELOW OTHERS.....	36
COL PRCT.....	1.1%
TOTAL.....	3352

Variable Name: P87Q108  
Col Position/Length: 44,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 13: The opportunity to express ideas to your immediate supervisor.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OPP TO EXPRESS IDEAS:	
SUP	
WELL ABOVE OTHERS.....	1184
COL PRCT.....	35.2%
ABOVE OTHERS.....	1084
COL PRCT.....	32.3%
ABOUT SAME.....	846
COL PRCT.....	25.2%
BELOW OTHERS.....	183
COL PRCT.....	5.4%
WELL BELOW OTHERS.....	64
COL PRCT.....	1.9%
TOTAL.....	3361

Variable Name: P87Q109  
Col Position/Length: 45,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 14: The willingness of your immediate superior to accept your ideas.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACCEPTANCE OF IDEAS: SUP WELL ABOVE OTHERS..... COL PRCT.....	781 23.4%
ABOVE OTHERS..... COL PRCT.....	1268 38.0%
ABOUT SAME..... COL PRCT.....	976 29.2%
BELOW OTHERS..... COL PRCT.....	248 7.4%
WELL BELOW OTHERS..... COL PRCT.....	66 2.0%
TOTAL.....	3339

Variable Name: P87Q110  
Col Position/Length: 46,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 15: The feeling of contributing to decision-making.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONTRIBUTION TO DECISION MAKING	
WELL ABOVE OTHERS.....	689
COL PRCT.....	20.7%
ABOVE OTHERS.....	1265
COL PRCT.....	38.0%
ABOUT SAME.....	967
COL PRCT.....	29.1%
BELOW OTHERS.....	336
COL PRCT.....	10.1%
WELL BELOW OTHERS.....	70
COL PRCT.....	2.1%
TOTAL.....	3327

Variable Name: P87Q111  
Col Position/Length: 47,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 16: The administrative effectiveness of your immediate superior.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ADMIN EFF: SUP	
WELL ABOVE OTHERS.....	812
COL PRCT.....	24.5%
ABOVE OTHERS.....	1131
COL PRCT.....	34.1%
ABOUT SAME.....	1008
COL PRCT.....	30.4%
BELOW OTHERS.....	286
COL PRCT.....	8.6%
WELL BELOW OTHERS.....	81
COL PRCT.....	2.4%
TOTAL.....	3318

Variable Name: P87Q112  
Col Position/Length: 48,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

## APPENDIX A

### 1987 PROTEUS SURVEY CODEBOOK

Question 17: The leadership effectiveness of your immediate superior.

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

LEADER EFF: SUP	
WELL ABOVE OTHERS.....	807
COL PRCT.....	24.4%
ABOVE OTHERS.....	1090
COL PRCT.....	33.0%
ABOUT SAME.....	949
COL PRCT.....	28.7%
BELOW OTHERS.....	357
COL PRCT.....	10.8%
WELL BELOW OTHERS.....	104
COL PRCT.....	3.1%
TOTAL.....	3307

Variable Name: P87Q113  
Col Position/Length: 49,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 18: The amount of discussion of your work with your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DISCUSSION OF WORK: SUP	
WELL ABOVE OTHERS.....	659
COL PRCT.....	19.9%
ABOVE OTHERS.....	1109
COL PRCT.....	33.5%
ABOUT SAME.....	1110
COL PRCT.....	33.5%
BELOW OTHERS.....	353
COL PRCT.....	10.7%
WELL BELOW OTHERS.....	82
COL PRCT.....	2.5%
TOTAL.....	3313

Variable Name: P87Q114  
Col Position/Length: 50,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 19: The amount of comradery between you and your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AMT OF FRIENDSHIP: SUP	
WELL ABOVE OTHERS.....	576
COL PRCT.....	17.6%
ABOVE OTHERS.....	930
COL PRCT.....	28.4%
ABOUT SAME.....	1234
COL PRCT.....	37.6%
BELOW OTHERS.....	410
COL PRCT.....	12.5%
WELL BELOW OTHERS.....	130
COL PRCT.....	4.0%
TOTAL.....	3280

Variable Name: P87Q115  
Col Position/Length: 51,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 20: Your respect for your immediate superior as a person.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RESPECT: SUP	
WELL ABOVE OTHERS.....	1046
COL PRCT.....	31.5%
ABOVE OTHERS.....	1010
COL PRCT.....	30.5%
ABOUT SAME.....	917
COL PRCT.....	27.7%
BELOW OTHERS.....	236
COL PRCT.....	7.1%
WELL BELOW OTHERS.....	107
COL PRCT.....	3.2%
TOTAL.....	3316

Variable Name: P87Q116  
Col Position/Length: 52,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 21: The congeniality of life in your unit.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONGENIALITY IN UNIT	
WELL ABOVE OTHERS.....	406
COL PRCT.....	12.2%
ABOVE OTHERS.....	1118
COL PRCT.....	33.7%
ABOUT SAME.....	1371
COL PRCT.....	41.4%
BELOW OTHERS.....	350
COL PRCT.....	10.6%
WELL BELOW OTHERS.....	70
COL PRCT.....	2.1%
TOTAL.....	3315

Variable Name: P87Q117  
Col Position/Length: 53,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3>About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 22: The amount of authoritarian control exercised over you by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AUTHORITARIAN CONTROL: SUP	
WELL ABOVE OTHERS.....	181
COL PRCT.....	5.8%
ABOVE OTHERS.....	433
COL PRCT.....	13.8%
ABOUT SAME.....	1339
COL PRCT.....	42.6%
BELOW OTHERS.....	990
COL PRCT.....	31.5%
WELL BELOW OTHERS.....	203
COL PRCT.....	6.5%
TOTAL.....	3146

Variable Name: P87Q118  
Col Position/Length: 54,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

**APPENDIX A**  
**1987 PROTEUS SURVEY CODEBOOK**

**Question 23: The amount of personal interest in you shown by your immediate superior.**

**FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)**

PERSONAL INTEREST: SUP	
WELL ABOVE OTHERS.....	471
COL PRCT.....	14.3%
ABOVE OTHERS.....	1042
COL PRCT.....	31.6%
ABOUT SAME.....	1331
COL PRCT.....	40.3%
BELOW OTHERS.....	348
COL PRCT.....	10.5%
WELL BELOW OTHERS.....	108
COL PRCT.....	3.3%
TOTAL.....	3300

Variable Name: P87Q119  
Col Position/Length: 55,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 24: The amount of constructive criticism provided by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONSTRUCTIVE CRITICISM: SUP	
WELL ABOVE OTHERS.....	241
COL PRCT.....	7.3%
ABOVE OTHERS.....	809
COL PRCT.....	24.6%
ABOUT SAME.....	1662
COL PRCT.....	50.5%
BELOW OTHERS.....	466
COL PRCT.....	14.2%
WELL BELOW OTHERS.....	115
COL PRCT.....	3.5%
TOTAL.....	3293

Variable Name: P87Q120  
Col Position/Length: 56,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 25: The feeling of being treated as an equal  
by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TREATMENT AS EQUAL: SUP	
WELL ABOVE OTHERS.....	447
COL PRCT.....	13.6%
ABOVE OTHERS.....	966
COL PRCT.....	29.4%
ABOUT SAME.....	1439
COL PRCT.....	43.8%
BELOW OTHERS.....	308
COL PRCT.....	9.4%
WELL BELOW OTHERS.....	124
COL PRCT.....	3.8%
TOTAL.....	3284

Variable Name: P87Q121  
Col Position/Length: 57,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 26: The amount of military tasks in your work.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MILITARY TASKS IN WORK	
WELL ABOVE OTHERS.....	494
COL PRCT.....	15.1%
ABOVE OTHERS.....	936
COL PRCT.....	28.6%
ABOUT SAME.....	1310
COL PRCT.....	40.0%
BELOW OTHERS.....	439
COL PRCT.....	13.4%
WELL BELOW OTHERS.....	98
COL PRCT.....	3.0%
TOTAL.....	3277

Variable Name: P87Q122  
Col Position/Length: 58,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3>About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 27: The amount of discussion between you and your immediate superior on issues of importance aside from your work.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DISCUSSION OUTSIDE ISSUES: SUP WELL ABOVE OTHERS..... COL PRCT.....	266 8.2%
ABOVE OTHERS..... COL PRCT.....	749 23.0%
ABOUT SAME..... COL PRCT.....	1454 44.7%
BELOW OTHERS..... COL PRCT.....	597 18.4%
WELL BELOW OTHERS..... COL PRCT.....	186 5.7%
TOTAL.....	3252

Variable Name: P87Q123  
Col Position/Length: 59,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 28: The amount of initiative actually exercised by you.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AMT OF INITIATIVE	
WELL ABOVE OTHERS.....	982
COL PRCT.....	29.3%
ABOVE OTHERS.....	1583
COL PRCT.....	47.2%
ABOUT SAME.....	691
COL PRCT.....	20.6%
BELOW OTHERS.....	83
COL PRCT.....	2.5%
WELL BELOW OTHERS.....	14
COL PRCT.....	.4%
TOTAL.....	3353

Variable Name: P87Q124  
Col Position/Length: 60,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 29: The amount of interference by others in areas that are your responsibility.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OTHERS INTERFERENCE	
WELL ABOVE OTHERS.....	312
COL PRCT.....	9.6%
ABOVE OTHERS.....	682
COL PRCT.....	21.1%
ABOUT SAME.....	1431
COL PRCT.....	44.2%
BELOW OTHERS.....	684
COL PRCT.....	21.1%
WELL BELOW OTHERS.....	127
COL PRCT.....	3.9%
TOTAL.....	3236

Variable Name: P87Q125  
Col Position/Length: 61,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 30: The opportunity to get to know the people in your unit.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OPP TO GET TO KNOW OTHERS	
WELL ABOVE OTHERS.....	723
COL PRCT.....	21.7%
ABOVE OTHERS.....	1050
COL PRCT.....	31.5%
ABOUT SAME.....	1292
COL PRCT.....	38.7%
BELOW OTHERS.....	235
COL PRCT.....	7.0%
WELL BELOW OTHERS.....	35
COL PRCT.....	1.0%
TOTAL.....	3335

Variable Name: P87Q126  
Col Position/Length: 62,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 31: The recognition of your accomplishments by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RECOG OF ACCOMPLISHMENTS: SUP WELL ABOVE OTHERS..... COL PRCT.....	363 11.0%
ABOVE OTHERS..... COL PRCT.....	1000 30.2%
ABOUT SAME..... COL PRCT.....	1498 45.3%
BELOW OTHERS..... COL PRCT.....	350 10.6%
WELL BELOW OTHERS..... COL PRCT.....	97 2.9%
TOTAL.....	3308

Variable Name: P87Q127  
Col Position/Length: 63,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 32: The amount of direction provided by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AMT OF DIRECTION PROVIDED: SUP	
WELL ABOVE OTHERS.....	253
COL PRCT.....	7.7%
ABOVE OTHERS.....	778
COL PRCT.....	23.7%
ABOUT SAME.....	1547
COL PRCT.....	47.2%
BELOW OTHERS.....	581
COL PRCT.....	17.7%
WELL BELOW OTHERS.....	122
COL PRCT.....	3.7%
TOTAL.....	3281

Variable Name: P87Q128  
Col Position/Length: 64,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 33: Your workload as an officer.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WORKLOAD AS AN OFFICER	
WELL ABOVE OTHERS.....	715
COL PRCT.....	21.5%
ABOVE OTHERS.....	1257
COL PRCT.....	37.7%
ABOUT SAME.....	1146
COL PRCT.....	34.4%
BELOW OTHERS.....	182
COL PRCT.....	5.5%
WELL BELOW OTHERS.....	30
COL PRCT.....	.9%
TOTAL.....	3330

Variable Name: P87Q129  
Col Position/Length: 65,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers



APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 34: The feeling of satisfaction in your work.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONTENTMENT IN WORK	
WELL ABOVE OTHERS.....	658
COL PRCT.....	20.0%
ABOVE OTHERS.....	1052
COL PRCT.....	32.0%
ABOUT SAME.....	978
COL PRCT.....	29.8%
BELOW OTHERS.....	460
COL PRCT.....	14.0%
WELL BELOW OTHERS.....	139
COL PRCT.....	4.2%
TOTAL.....	3287

Variable Name: P87Q130  
Col Position/Length: 66,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 35: The feeling of confidence in your ability to do your work.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONFIDENCE IN WORK	
WELL ABOVE OTHERS.....	1395
COL PRCT.....	41.4%
ABOVE OTHERS.....	1429
COL PRCT.....	42.4%
ABOUT SAME.....	495
COL PRCT.....	14.7%
BELOW OTHERS.....	48
COL PRCT.....	1.4%
WELL BELOW OTHERS.....	6
COL PRCT.....	.2%
TOTAL.....	3373

Variable Name: P87Q132  
Col Position/Length: 67,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 36: Feeling of being accepted by other officers  
in your unit.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACCEPTANCE BY OTHER OFFICERS	
WELL ABOVE OTHERS.....	860
COL PRCT.....	25.6%
ABOVE OTHERS.....	1337
COL PRCT.....	39.8%
ABOUT SAME.....	1033
COL PRCT.....	30.8%
BELOW OTHERS.....	108
COL PRCT.....	3.2%
WELL BELOW OTHERS.....	19
COL PRCT.....	.6%
TOTAL.....	3357

Variable Name: P87Q133  
Col Position/Length: 68,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 37: Feeling of being respected by troops as an officer.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACCEPTANCE BY TROOPS	
WELL ABOVE OTHERS.....	1148
COL PRCT.....	34.2%
ABOVE OTHERS.....	1437
COL PRCT.....	42.8%
ABOUT SAME.....	730
COL PRCT.....	21.7%
BELOW OTHERS.....	33
COL PRCT.....	1.0%
WELL BELOW OTHERS.....	12
COL PRCT.....	.4%
TOTAL.....	3360

Variable Name: P87Q135  
Col Position/Length: 69,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 38: Adequacy of training you received for your assignment.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ADEQUACY OF TRAINING	
WELL ABOVE OTHERS.....	314
COL PRCT.....	9.6%
ABOVE OTHERS.....	662
COL PRCT.....	20.3%
ABOUT SAME.....	1692
COL PRCT.....	51.8%
BELOW OTHERS.....	462
COL PRCT.....	14.2%
WELL BELOW OTHERS.....	134
COL PRCT.....	4.1%
TOTAL.....	3264

Variable Name: P87Q136  
Col Position/Length: 70,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 39: The amount of assistance given to you by fellow officers in the unit.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ASSISTANCE GIVEN BY OTHER OFFS	
WELL ABOVE OTHERS.....	278
COL PRCT.....	8.4%
ABOVE OTHERS.....	888
COL PRCT.....	26.8%
ABOUT SAME.....	1743
COL PRCT.....	52.6%
BELOW OTHERS.....	335
COL PRCT.....	10.1%
WELL BELOW OTHERS.....	71
COL PRCT.....	2.1%
TOTAL.....	3315

Variable Name: P87Q137  
Col Position/Length: 71,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other  
Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 40: The amount of task structure provided by your immediate superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TASK STRUCTURE	
WELL ABOVE OTHERS.....	160
COL PRCT.....	4.9%
ABOVE OTHERS.....	599
COL PRCT.....	18.2%
ABOUT SAME.....	1753
COL PRCT.....	53.4%
BELOW OTHERS.....	654
COL PRCT.....	19.9%
WELL BELOW OTHERS.....	118
COL PRCT.....	3.6%
TOTAL.....	3284

Variable Name: P87Q138  
Col Position/Length: 72,1

Value Labels:  
1=Well above Other Officers  
2=Above Other Officers  
3=About the Same as Other Officers  
4=Below Other Officers  
5=Well Below Other Officers

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 41: Relationships with superior officers.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RELS WITH SUPERIOR OFFICERS	
EXTREMELY SATISFIED.....	669
COL PRCT.....	19.8%
SATISFIED.....	1780
COL PRCT.....	52.6%
NEITHER.....	509
COL PRCT.....	15.0%
DISSATISFIED.....	327
COL PRCT.....	9.7%
EXTREMELY DISSATISFIED..	101
COL PRCT.....	3.0%
TOTAL.....	3386

Variable Name: P87Q8  
Col Position/Length: 73,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied



APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 42: Relationships with peers.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RELS WITH PEERS	
EXTREMELY SATISFIED.....	828
COL PRCT.....	24.5%
SATISFIED.....	2044
COL PRCT.....	60.4%
NEITHER.....	393
COL PRCT.....	11.6%
DISSATISFIED.....	107
COL PRCT.....	3.2%
EXTREMELY DISSATISFIED..	14
COL PRCT.....	.4%
TOTAL.....	3386

Variable Name: P87Q9  
Col Position/Length: 74,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 43: Relationships with NCO's.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RELS WITH NCOS	
EXTREMELY SATISFIED.....	915
COL PRCT.....	27.2%
SATISFIED.....	2001
COL PRCT.....	59.5%
NEITHER.....	338
COL PRCT.....	10.1%
DISSATISFIED.....	90
COL PRCT.....	2.7%
EXTREMELY DISSATISFIED..	18
COL PRCT.....	.5%
TOTAL.....	3362

Variable Name: P87Q10  
Col Position/Length: 75,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 44: Relationships with troops.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RELS WITH TROOPS AND SUBS	
EXTREMELY SATISFIED.....	1008
COL PRCT.....	30.0%
SATISFIED.....	1883
COL PRCT.....	56.1%
NEITHER.....	391
COL PRCT.....	11.6%
DISSATISFIED.....	66
COL PRCT.....	2.0%
EXTREMELY DISSATISFIED..	10
COL PRCT.....	.3%
TOTAL.....	3358

Variable Name: P87Q11  
Col Position/Length: 76,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

## APPENDIX A

### 1987 PROTEUS SURVEY CODEBOOK

Question 45: Opportunities to socialize and develop personal relationships.

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OPPS TO SOCIALIZE EXTREMELY SATISFIED.....	359
COL PRCT.....	10.7%
SATISFIED.....	1412
COL PRCT.....	41.9%
NEITHER.....	925
COL PRCT.....	27.4%
DISSATISFIED.....	517
COL PRCT.....	15.3%
EXTREMELY DISSATISFIED..	157
COL PRCT.....	4.7%
TOTAL.....	3370

Variable Name: P87Q51  
Col Position/Length: 77,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

APPENDIX A  
1987 PROTEUS SURVEY CODEBOOK

Question 46: Living conditions/quarters.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

LIVING CONDITIONS	
EXTREMELY SATISFIED.....	779
COL PRCT.....	23.1%
SATISFIED.....	1520
COL PRCT.....	45.1%
NEITHER.....	543
COL PRCT.....	16.1%
DISSATISFIED.....	375
COL PRCT.....	11.1%
EXTREMELY DISSATISFIED..	152
COL PRCT.....	4.5%
TOTAL.....	3369

Variable Name: P87Q53  
Col Position/Length: 78,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 47: Leave time.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

LEAVE TIME	
EXTREMELY SATISFIED.....	464
COL PRCT.....	13.8%
SATISFIED.....	1647
COL PRCT.....	49.0%
NEITHER.....	744
COL PRCT.....	22.1%
DISSATISFIED.....	401
COL PRCT.....	11.9%
EXTREMELY DISSATISFIED..	106
COL PRCT.....	3.2%
TOTAL.....	3362

Variable Name: P87Q54  
Col Position/Length: 79,1

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

**APPENDIX A**  
**1987 PROTEUS SURVEY CODEBOOK**

**Question 48: Recreational opportunities.**

**FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)**

RECREATIONAL OPPS	
EXTREMELY SATISFIED.....	502
COL PRCT.....	14.9%
SATISFIED.....	1545
COL PRCT.....	45.8%
NEITHER.....	741
COL PRCT.....	22.0%
DISSATISFIED.....	477
COL PRCT.....	14.1%
EXTREMELY DISSATISFIED..	109
COL PRCT.....	3.2%
TOTAL.....	3374

Variable Name: P87Q55  
 Col Position/Length: 80,1

Value Labels:  
 1=Extremely Satisfied  
 2=Satisfied  
 3=Neither Satisfied  
 Or Dissatisfied  
 4=Dissatisfied  
 5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 49: Free time for social/recreational pursuits.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

FREE TIME FOR SOC OR REC PURSUITS	
EXTREMELY SATISFIED.....	297
COL PRCT.....	8.8%
SATISFIED.....	1293
COL PRCT.....	38.2%
NEITHER.....	792
COL PRCT.....	23.4%
DISSATISFIED.....	734
COL PRCT.....	21.7%
EXTREMELY DISSATISFIED..	266
COL PRCT.....	7.9%
TOTAL.....	3382

Variable Name: P87Q56  
Col Pos/Length/Recd: 1,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 50: Work relationships with the opposite sex.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WORK RELS WITH OPP SEX EXTREMELY SATISFIED..... COL PRCT.....	267 8.0%
SATISFIED..... COL PRCT.....	1186 35.6%
NEITHER..... COL PRCT.....	1617 48.5%
DISSATISFIED..... COL PRCT.....	157 4.7%
EXTREMELY DISSATISFIED.. COL PRCT.....	105 3.2%
TOTAL.....	3332

Variable Name: P87Q13  
Col Pos/Length/Recd: 2,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 51: Opportunities to engage in athletic pursuits or physical activities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OPPS TO ENGAGE IN PHYSICAL PURSUITS EXTREMELY SATISFIED.....	621
COL PRCT.....	18.4%
SATISFIED.....	1650
COL PRCT.....	48.8%
NEITHER.....	520
COL PRCT.....	15.4%
DISSATISFIED.....	486
COL PRCT.....	14.4%
EXTREMELY DISSATISFIED..	106
COL PRCT.....	3.1%
TOTAL.....	3383

Variable Name: P87Q14  
Col Pos/Length/Recd: 3,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 52: Policies relating to fraternization.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

POLS RELATED TO FRATERNIZATION	
EXTREMELY SATISFIED.....	285
COL PRCT.....	8.5%
SATISFIED.....	1495
COL PRCT.....	44.5%
NEITHER.....	1379
COL PRCT.....	41.0%
DISSATISFIED.....	146
COL PRCT.....	4.3%
EXTREMELY DISSATISFIED..	58
COL PRCT.....	1.7%
TOTAL.....	3363

Variable Name: P87Q15  
Col Pos/Length/Recd: 4,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 53: Support received from family/friends for a career in the military.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPPORT FROM FAM/FRIENDS FOR CAREER	
EXTREMELY SATISFIED.....	1212
COL PRCT.....	35.9%
SATISFIED.....	1458
COL PRCT.....	43.2%
NEITHER.....	547
COL PRCT.....	16.2%
DISSATISFIED.....	126
COL PRCT.....	3.7%
EXTREMELY DISSATISFIED..	35
COL PRCT.....	1.0%
TOTAL.....	3378

Variable Name: P87Q21  
Col Pos/Length/Recd: 5,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 54: Support received from your branch assignment officer at MILPERCEN.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPPORT FROM BRANCH ASSIGNMENT OFFICER	
EXTREMELY SATISFIED.....	307
COL PRCT.....	9.1%
SATISFIED.....	982
COL PRCT.....	29.1%
NEITHER.....	1217
COL PRCT.....	36.0%
DISSATISFIED.....	527
COL PRCT.....	15.6%
EXTREMELY DISSATISFIED..	346
COL PRCT.....	10.2%
TOTAL.....	3379

Variable Name: P87Q22  
Col Pos/Length/Recd: 6,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 55: Time available to pursue personal life goals.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TIME AVAIL FOR PERSONAL GOALS	
EXTREMELY SATISFIED.....	169
COL PRCT.....	5.0%
SATISFIED.....	996
COL PRCT.....	29.5%
NEITHER.....	876
COL PRCT.....	25.9%
DISSATISFIED.....	1018
COL PRCT.....	30.1%
EXTREMELY DISSATISFIED..	318
COL PRCT.....	9.4%
TOTAL.....	3377

Variable Name: P87Q18  
Col Pos/Length/Recd: 7,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 56: Satisfaction with life as an officer.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OVERALL SATISFACTION WITH LIFE AS OFFICER	
EXTREMELY SATISFIED.....	650
COL PRCT.....	19.3%
SATISFIED.....	1751
COL PRCT.....	52.0%
NEITHER.....	508
COL PRCT.....	15.1%
DISSATISFIED.....	388
COL PRCT.....	11.5%
EXTREMELY DISSATISFIED..	73
COL PRCT.....	2.2%
TOTAL.....	3370

Variable Name: P87Q23  
Col Pos/Length/Recd: 8,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 57: The amount of responsibility in your work.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RESPONSIBILITY IN WORK	
EXTREMELY SATISFIED.....	848
COL PRCT.....	25.2%
SATISFIED.....	1819
COL PRCT.....	54.0%
NEITHER.....	362
COL PRCT.....	10.7%
DISSATISFIED.....	266
COL PRCT.....	7.9%
EXTREMELY DISSATISFIED..	73
COL PRCT.....	2.2%
TOTAL.....	3368

Variable Name: N87SAT1  
Col Pos/Length/Recd: 9,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 58: The leadership effectiveness of your superior.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

LDR EFFECTIVENESS OF SUP	
EXTREMELY SATISFIED.....	663
COL PRCT.....	19.7%
SATISFIED.....	1469
COL PRCT.....	43.7%
NEITHER.....	612
COL PRCT.....	18.2%
DISSATISFIED.....	402
COL PRCT.....	12.0%
EXTREMELY DISSATISFIED..	212
COL PRCT.....	6.3%
TOTAL.....	3358

Variable Name: N87SAT2  
Col Pos/Length/Recd: 10,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 59: Your workload as an officer.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WORKLOAD AS OFFICER	
EXTREMELY SATISFIED.....	272
COL PRCT.....	8.1%
SATISFIED.....	1771
COL PRCT.....	52.7%
NEITHER.....	742
COL PRCT.....	22.1%
DISSATISFIED.....	482
COL PRCT.....	14.4%
EXTREMELY DISSATISFIED..	91
COL PRCT.....	2.7%
TOTAL.....	3358

Variable Name: N87SAT3  
Col Pos/Length/Recd: 11,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 60: The number of military tasks in your work.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

NUMBER MILITARY TASKS IN WORK	
EXTREMELY SATISFIED.....	305
COL PRCT.....	9.0%
SATISFIED.....	1654
COL PRCT.....	49.1%
NEITHER.....	920
COL PRCT.....	27.3%
DISSATISFIED.....	402
COL PRCT.....	11.9%
EXTREMELY DISSATISFIED..	90
COL PRCT.....	2.7%
TOTAL.....	3371

Variable Name: N87SAT4  
Col Pos/Length/Recd: 12,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 61: Personal/family life at the present time.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

OVERALL SAT WITH PERSONAL LIFE AT PRESENT	
EXTREMELY SATISFIED.....	1007
COL PRCT.....	29.8%
SATISFIED.....	1278
COL PRCT.....	37.9%
NEITHER.....	480
COL PRCT.....	14.2%
DISSATISFIED.....	441
COL PRCT.....	13.1%
EXTREMELY DISSATISFIED..	168
COL PRCT.....	5.0%
TOTAL.....	3374

Variable Name: P87Q25  
Col Pos/Length/Recd: 13,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Or Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied

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### 1987 PROTEUS SURVEY CODEBOOK

Question 62: In career planning, I try to assess my strengths, weaknesses, and interest.

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I TRY TO ASSESS SELF	
1 A GREAT DEAL.....	2456
COL PRCT.....	72.4%
2 SOME.....	853
COL PRCT.....	25.2%
3 VERY LITTLE.....	68
COL PRCT.....	2.0%
4 NONE.....	14
COL PRCT.....	.4%
TOTAL.....	3391

Variable Name: P87Q37  
Col Pos/Length/Recd: 14,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 63: In career planning, superior officers have helped me to assess my strengths, weaknesses, and interests.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPERIORS HELP ASSESS SELF	
A GREAT DEAL.....	514
COL PRCT.....	15.2%
SOME.....	1650
COL PRCT.....	48.9%
VERY LITTLE.....	940
COL PRCT.....	27.9%
NONE.....	267
COL PRCT.....	7.9%
TOTAL.....	3371

Variable Name: P87Q38  
Col Pos/Length/Recd: 15,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 64: In career planning, I try to get information about career opportunities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I TRY TO GET CAREER OPP INFO	
A GREAT DEAL.....	1872
COL PRCT.....	55.4%
SOME.....	1277
COL PRCT.....	37.8%
VERY LITTLE.....	201
COL PRCT.....	5.9%
NONE.....	31
COL PRCT.....	.9%
TOTAL.....	3381

Variable Name: P87Q39  
Col Pos/Length/Recd: 16,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 65: In career planning, superior officers have helped me to get information about career opportunities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPERIORS HELP GET CAREER OPP INFO	
A GREAT DEAL.....	364
COL PRCT.....	10.8%
SOME.....	1399
COL PRCT.....	41.5%
VERY LITTLE.....	1108
COL PRCT.....	32.9%
NONE.....	501
COL PRCT.....	14.9%
TOTAL.....	3372

Variable Name: P87Q40  
Col Pos/Length/Recd: 17,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 66: In career planning, I set personal career goals.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I SET PERSONAL CAREER GOALS	
1 A GREAT DEAL.....	2237
COL PRCT.....	66.1%
2 SOME.....	1026
COL PRCT.....	30.3%
3 VERY LITTLE.....	108
COL PRCT.....	3.2%
4 NONE.....	14
COL PRCT.....	.4%
TOTAL.....	3385

Variable Name: P87Q41  
Col Pos/Length/Recd: 18,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 67: In career planning, superior officers have helped me to set career goals.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPERIORS HELP SET CAREER GOALS	
A GREAT DEAL.....	272
COL PRCT.....	8.1%
SOME.....	1350
COL PRCT.....	40.0%
VERY LITTLE.....	1197
COL PRCT.....	35.5%
NONE.....	552
COL PRCT.....	16.4%
TOTAL.....	3371

Variable Name: P87Q42  
Col Pos/Length/Recd: 19,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

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## 1987 PROTEUS SURVEY CODEBOOK

Question 68: In career planning, I develop plans and strategies for achieving career goals.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I DEVELOP CAREER PLANS	
A GREAT DEAL.....	1672
COL PRCT.....	49.5%
SOME.....	1381
COL PRCT.....	40.9%
VERY LITTLE.....	278
COL PRCT.....	8.2%
NONE.....	46
COL PRCT.....	1.4%
TOTAL.....	3377

Variable Name: P87Q43  
Col Pos/Length/Recd: 20,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 69: In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SUPERIORS HELP WITH CAREER PLANS	
A GREAT DEAL.....	233
COL PRCT.....	6.9%
SOME.....	1232
COL PRCT.....	36.7%
VERY LITTLE.....	1241
COL PRCT.....	37.0%
NONE.....	650
COL PRCT.....	19.4%
TOTAL.....	3356

Variable Name: P87Q44  
Col Pos/Length/Recd: 21,1 (2)

Value Labels:  
1=A Great Deal  
2=Some  
3=Very Little  
4=None

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1987 PROTEUS SURVEY CODEBOOK

Question 70: How far ahead have you been planning your  
career as an officer:

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

YEARS PLANNING AHEAD	
UP TO 5YRS.....	1782
COL PRCT.....	52.7%
UP TO 13YRS.....	977
COL PRCT.....	28.9%
UP TO 20YRS.....	459
COL PRCT.....	13.6%
NO CAREER PLANS.....	163
COL PRCT.....	4.8%
TOTAL.....	3381

Variable Name: P87Q45  
Col Pos/Length/Recd: 22,1 (2)

Value Labels:  
1=Short term (up to 5 years)  
2=Mid range (up to 13 years)  
3=Long range (up to 20 years  
or more)  
4=I have not made any career  
plans

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 71: I get a sense of identity from my career.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I GET IDENTITY FROM MY CAREER	
STRONGLY AGREE.....	1256
COL PRCT.....	37.2%
AGREE.....	1511
COL PRCT.....	44.8%
NEITHER.....	372
COL PRCT.....	11.0%
DISAGREE.....	187
COL PRCT.....	5.5%
STRONGLY DISAGREE.....	48
COL PRCT.....	1.4%
TOTAL.....	3374

Variable Name: N87CAR1  
Col Pos/Length/Recd: 23,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 72: My career gives me a sense of well-being.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CAREER GIVES WELL BEING STRONGLY AGREE.....	936
COL PRCT.....	27.9%
AGREE.....	1603
COL PRCT.....	47.7%
NEITHER.....	520
COL PRCT.....	15.5%
DISAGREE.....	246
COL PRCT.....	7.3%
STRONGLY DISAGREE.....	53
COL PRCT.....	1.6%
TOTAL.....	3358

Variable Name: P87Q27  
Col Pos/Length/Recd: 24,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 73: I get a sense of pride from my career.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

I GET SENSE OF PRIDE FROM CAREER	
STRONGLY AGREE.....	1706
COL PRCT.....	50.8%
AGREE.....	1300
COL PRCT.....	38.7%
NEITHER.....	251
COL PRCT.....	7.5%
DISAGREE.....	84
COL PRCT.....	2.5%
STRONGLY DISAGREE.....	19
COL PRCT.....	.6%
TOTAL.....	3360

Variable Name: P87Q28  
Col Pos/Length/Recd: 25,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 74: My career is very important to me.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CAREER IS IMPORTANT	
STRONGLY AGREE.....	1747
COL PRCT.....	51.9%
AGREE.....	1156
COL PRCT.....	34.3%
NEITHER.....	344
COL PRCT.....	10.2%
DISAGREE.....	89
COL PRCT.....	2.6%
STRONGLY DISAGREE.....	31
COL PRCT.....	.9%
TOTAL.....	3367

Variable Name: N87CAR2  
Col Pos/Length/Recd: 26,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

## APPENDIX A

### 1987 PROTEUS SURVEY CODEBOOK

Question 75: If I were to describe myself to someone, I would probably begin by stating my career.

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DESCRIBE SELF WITH CAREER	
STRONGLY AGREE.....	1241
COL PRCT.....	36.8%
AGREE.....	1156
COL PRCT.....	34.3%
NEITHER.....	513
COL PRCT.....	15.2%
DISAGREE.....	356
COL PRCT.....	10.6%
STRONGLY DISAGREE.....	102
COL PRCT.....	3.0%
TOTAL.....	3368

Variable Name: P87Q30  
Col Pos/Length/Recd: 27,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 76: If I were to rank all of the things that I do, those things related to my career would be at or near the top.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CAREER AT OR NEAR TOP OF RANKING	
STRONGLY AGREE.....	1145
COL PRCT.....	34.0%
AGREE.....	1404
COL PRCT.....	41.7%
NEITHER.....	476
COL PRCT.....	14.1%
DISAGREE.....	268
COL PRCT.....	8.0%
STRONGLY DISAGREE.....	75
COL PRCT.....	2.2%
TOTAL.....	3368

Variable Name: P87Q31  
Col Pos/Length/Recd: 28,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 77: How many mentors have you had?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

NUMBER OF MENTORS	
NONE.....	760
COL PRCT.....	22.4%
ONE.....	1120
COL PRCT.....	33.1%
TWO.....	900
COL PRCT.....	26.6%
THREE OR MORE.....	608
COL PRCT.....	17.9%
TOTAL.....	3388

Variable Name: N87MENT1  
Col Pos/Length/Recd: 29,1 (2)

Value Labels:  
1=None  
2=One  
3=Two  
4=Three or more

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1987 PROTEUS SURVEY CODEBOOK

Question 78: Was this mentor

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SEX OF MENTOR	
MALE.....	2584
COL PRCT.....	76.7%
FEMALE.....	66
COL PRCT.....	2.0%
DNA.....	719
COL PRCT.....	21.3%
TOTAL.....	3369

Variable Name: P87Q61  
Col Pos/Length/Recd: 30,1 (2)

Value Labels:  
1=Male  
2=Female  
3=Does Not Apply (Have  
Not Had A Mentor)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 79: Was this mentor

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MENTOR	
YOUR RATER.....	1194
COL PRCT.....	36.2%
YOUR SENIOR RATER.....	474
COL PRCT.....	14.4%
A PEER.....	158
COL PRCT.....	4.8%
ANOTHER OFFICER.....	571
COL PRCT.....	17.3%
KEY NCO.....	122
COL PRCT.....	3.7%
OTHER.....	88
COL PRCT.....	2.7%
DNA.....	688
COL PRCT.....	20.9%
TOTAL.....	3295

Variable Name: P87Q62  
Col Pos/Length/Recd: 31,1 (2)

Value Labels:  
1=Your Rater  
2=Your Senior Rater  
3=A Peer  
4=Another officer not in  
your chain of command  
5=A key NCO (e.g. Platoon SGT,  
First SGT, etc.)  
6=Other (Civilian Friend,  
Clergy, etc.)  
7=Does Not Apply  
(Have Not Had Mentor)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 80: What was the most important kind of assistance given given by your mentor?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MENTOR HELP	
JOB RELATED.....	1375
COL PRCT.....	41.7%
CAREER PLANNING.....	787
COL PRCT.....	23.9%
PERSONAL AND SOCIAL.....	278
COL PRCT.....	8.4%
MORAL AND ETHICAL.....	191
COL PRCT.....	5.8%
DNA.....	668
COL PRCT.....	20.2%
TOTAL.....	3299

Variable Name: P87Q63  
Col Pos/Length/Recd: 32,1 (2)

Value Labels:  
1=Job Related Guidance  
2=Career Planning Guidance  
3=Personal and Social Guidance  
4=Moral/Ethical Guidance  
5=Does Not Apply  
(Have Not Had Mentor)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 81: How important was this help for you?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MENTOR IMPORTANT	
NOT TOO IMPORTANT.....	39
COL PRCT.....	1.2%
SOMEWHAT IMPORTANT.....	575
COL PRCT.....	17.1%
VERY IMPORTANT.....	1549
COL PRCT.....	46.1%
ESSENTIAL.....	479
COL PRCT.....	14.3%
NOT SURE.....	36
COL PRCT.....	1.1%
DNA.....	681
COL PRCT.....	20.3%
TOTAL.....	3359

Variable Name: P87Q64  
Col Pos/Length/Recd: 33,1 (2)

Value Labels:  
1=Not too important  
2=Somewhat important  
3=Very important  
4=Essential, indispensable  
5=Not sure  
6=Does Not Apply  
(Have Not Had Mentrer)



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 82: To what extent do you believe that a mentor will help advance your career?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MENTORS HELP CAREER	
NOT AT ALL.....	232
COL PRCT.....	6.9%
SMALL EXTENT.....	692
COL PRCT.....	20.6%
MODERATE EXTENT.....	1388
COL PRCT.....	41.3%
GREAT EXTENT.....	1047
COL PRCT.....	31.2%
TOTAL.....	3359

Variable Name: N87MENT2  
Col Pos/Length/Recd: 34,1 (2)

Value Labels:  
1=Not at all  
2=To a small extent  
3=To a moderate extent  
4=To a great extent

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 83: Which of the following best describes your career intentions at the present time?

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CAREER INTENTIONS	
BEYOND RETIREMENT.....	792
COL PRCT.....	23.4%
UNTIL RETIRE.....	725
COL PRCT.....	21.5%
BEYOND OBLIG.....	815
COL PRCT.....	24.1%
UNDECIDED.....	532
COL PRCT.....	15.7%
PROBABLY LEAVE.....	286
COL PRCT.....	8.5%
DEFINITELY LEAVE.....	228
COL PRCT.....	6.7%
TOTAL.....	3378

Variable Name: N87INTEN  
Col Pos/Length/Recd: 35,1 (2)

### Value Labels:

- 1=I plan to stay in the Army beyond 20 years.
- 2=I plan to stay in the Army until my 20 year retirement point.
- 3=I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- 3=I am undecided whether or not I will stay in the Army upon completion of my obligation.
- 5=I will probably leave the Army upon completion of my obligation.
- 6=I will definitely leave the Army upon completion of my obligation.

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1987 PROTEUS SURVEY CODEBOOK

Question 84: Pay.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

PAY INFLUENCE	
VERY IMPORTANT.....	1394
COL PRCT.....	41.2%
SOMEWHAT IMPORTANT.....	1691
COL PRCT.....	49.9%
SOMEWHAT UNIMPORTANT....	212
COL PRCT.....	6.3%
NOT AT ALL IMPORTANT....	89
COL PRCT.....	2.6%
TOTAL.....	3386

Variable Name: N87CDF1  
Col Pos/Length/Recd: 36,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 85: Army Benefits (e.g. medical, commissary, PX, etc.)

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

INFLUENCE OF ARMY BENEFITS	
VERY IMPORTANT.....	1168
COL PRCT.....	34.6%
SOMEWHAT IMPORTANT.....	1640
COL PRCT.....	48.6%
SOMEWHAT UNIMPORTANT....	395
COL PRCT.....	11.7%
NOT AT ALL IMPORTANT....	174
COL PRCT.....	5.2%
TOTAL.....	3377

Variable Name: N87CDF2  
Col Pos/Length/Recd: 37,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

### Question 86: Retirement

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

RETIREMENT INFLUENCE	
VERY IMPORTANT.....	1377
COL PRCT.....	40.8%
SOMEWHAT IMPORTANT.....	1408
COL PRCT.....	41.8%
SOMEWHAT UNIMPORTANT....	379
COL PRCT.....	11.2%
NOT AT ALL IMPORTANT....	207
COL PRCT.....	6.1%
TOTAL.....	3371

Variable Name: N87CDF3  
Col Pos/Length/Recd: 38,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 87: Assignment Location (e.g. post, major command, theater)

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ASSIGNMENT LOCATION	
VERY IMPORTANT.....	1100
COL PRCT.....	32.6%
SOMEWHAT IMPORTANT.....	1667
COL PRCT.....	49.5%
SOMEWHAT UNIMPORTANT....	466
COL PRCT.....	13.8%
NOT AT ALL IMPORTANT....	137
COL PRCT.....	4.1%
TOTAL.....	3370

Variable Name: N87CDF4  
Col Pos/Length/Recd: 39,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

### Question 88: Civilian Alternatives

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CIVILIAN ALTERNATIVES	
VERY IMPORTANT.....	1215
COL PRCT.....	36.0%
SOMEWHAT IMPORTANT.....	1196
COL PRCT.....	35.5%
SOMEWHAT UNIMPORTANT....	654
COL PRCT.....	19.4%
NOT AT ALL IMPORTANT....	306
COL PRCT.....	9.1%
TOTAL.....	3371

Variable Name: N87CDF5  
Col Pos/Length/Recd: 40,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 89: Employment and career opportunities for spouse.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

EMPLOY OPPORT FOR SPOUSE INFL	
VERY IMPORTANT.....	847
COL PRCT.....	25.5%
SOMEWHAT IMPORTANT.....	1219
COL PRCT.....	36.7%
SOMEWHAT UNIMPORTANT....	544
COL PRCT.....	16.4%
NOT AT ALL IMPORTANT....	711
COL PRCT.....	21.4%
TOTAL.....	3321

Variable Name: N87CDF6  
Col Pos/Length/Recd: 41,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important



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### 1987 PROTEUS SURVEY CODEBOOK

Question 90: Spouse's satisfaction with Army life style.

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE SATIS WITH ARMY VERY IMPORTANT.....	1653
COL PRCT.....	49.8%
SOMEWHAT IMPORTANT.....	1010
COL PRCT.....	30.4%
SOMEWHAT UNIMPORTANT....	154
COL PRCT.....	4.6%
NOT AT ALL IMPORTANT....	500
COL PRCT.....	15.1%
TOTAL.....	3317

Variable Name: N87CDF7  
Col Pos/Length/Recd: 42,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 91: Children's adjustment to Army life style.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CHILDREN ADJUST TO ARMY VERY IMPORTANT.....	1215
COL PRCT.....	37.0%
SOMEWHAT IMPORTANT.....	1068
COL PRCT.....	32.5%
SOMEWHAT UNIMPORTANT....	264
COL PRCT.....	8.0%
NOT AT ALL IMPORTANT....	739
COL PRCT.....	22.5%
TOTAL.....	3286

Variable Name: N87CDF8  
Col Pos/Length/Recd: 43,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 92: Schools and educational facilities for children.

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SCHOOLS FOR CHILDREN	
VERY IMPORTANT.....	1412
COL PRCT.....	43.0%
SOMEWHAT IMPORTANT.....	964
COL PRCT.....	29.4%
SOMEWHAT UNIMPORTANT....	220
COL PRCT.....	6.7%
NOT AT ALL IMPORTANT....	685
COL PRCT.....	20.9%
TOTAL.....	3281

Variable Name: N87CDF9  
Col Pos/Length/Recd: 44,1 (2)

Value Labels:  
1=Very Important  
2=Somewhat Important  
3=Somewhat Unimportant  
4=Not At All Important

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 93: Officers will have difficulty advancing in their careers if their spouses do not get involved in unit or Army community activities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE INVOLVEMENT IN CAREER	
STRONGLY AGREE.....	538
COL PRCT.....	16.1%
AGREE.....	1214
COL PRCT.....	36.2%
NEITHER.....	850
COL PRCT.....	25.4%
DISAGREE.....	568
COL PRCT.....	17.0%
STRONGLY DISAGREE.....	180
COL PRCT.....	5.4%
TOTAL.....	3350

Variable Name: N87FAM1  
Col Pos/Length/Recd: 45,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 94: An officer's spouse should devote a good deal of time to unit and post activities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE TIME TO UNIT	
STRONGLY AGREE.....	85
COL PRCT.....	2.5%
AGREE.....	467
COL PRCT.....	14.0%
NEITHER.....	1214
COL PRCT.....	36.3%
DISAGREE.....	1115
COL PRCT.....	33.4%
STRONGLY DISAGREE.....	462
COL PRCT.....	13.8%
TOTAL.....	3343

Variable Name: NB7FAM2  
Col Pos/Length/Recd: 46,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 95: Through his or her activities an officer's spouse  
can have a significant impact on unit effectiveness.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE IMPACT UNIT EFFECT	
STRONGLY AGREE.....	355
COL PRCT.....	10.6%
AGREE.....	1284
COL PRCT.....	38.4%
NEITHER.....	971
COL PRCT.....	29.0%
DISAGREE.....	552
COL PRCT.....	16.5%
STRONGLY DISAGREE.....	182
COL PRCT.....	5.4%
TOTAL.....	3344

Variable Name: N87FAM3  
Col Pos/Length/Recd: 47,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 96: Family problems often interfere with soldier's performance in their unit.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

FAMILY PROBS AFFECT PERFORM	
STRONGLY AGREE.....	1807
COL PRCT.....	54.0%
AGREE.....	1298
COL PRCT.....	38.8%
NEITHER.....	176
COL PRCT.....	5.3%
DISAGREE.....	53
COL PRCT.....	1.6%
STRONGLY DISAGREE.....	11
COL PRCT.....	.3%
TOTAL.....	3345

Variable Name: N87FAM4  
Col Pos/Length/Recd: 48,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 97: The career of an officer's spouse may have to be sacrificed in order for the officer to succeed as an officer.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE CAREER SACRIFICE	
STRONGLY AGREE.....	712
COL PRCT.....	21.3%
AGREE.....	1264
COL PRCT.....	37.9%
NEITHER.....	598
COL PRCT.....	17.9%
DISAGREE.....	511
COL PRCT.....	15.3%
STRONGLY DISAGREE.....	253
COL PRCT.....	7.6%
TOTAL.....	3338

Variable Name: N87FAM5  
Col Pos/Length/Recd: 49,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 98: Geographic separations may be necessary in order for both officer and spouse to pursue careers.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

GEOGRAPHIC SEPARATION	
STRONGLY AGREE.....	710
COL PRCT.....	21.2%
AGREE.....	1666
COL PRCT.....	49.8%
NEITHER.....	512
COL PRCT.....	15.3%
DISAGREE.....	286
COL PRCT.....	8.6%
STRONGLY DISAGREE.....	169
COL PRCT.....	5.1%
TOTAL.....	3343

Variable Name: N87FAM6  
Col Pos/Length/Recd: 50,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 99: It is difficult to balance the demands of being an officer with the demands of a family.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

BALANCE ARMY AND FAMILY	
STRONGLY AGREE.....	842
COL PRCT.....	25.3%
AGREE.....	1307
COL PRCT.....	39.3%
NEITHER.....	593
COL PRCT.....	17.8%
DISAGREE.....	479
COL PRCT.....	14.4%
STRONGLY DISAGREE.....	105
COL PRCT.....	3.2%
TOTAL.....	3326

Variable Name: N87FAM7  
Col Pos/Length/Recd: 51,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 100: How satisfied is your spouse or fiance(e) to an Army life style?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SATIS OF SPOUSE WITH ARMY	
EXTREMELY SATISFIED.....	274
COL PRCT.....	8.3%
SATISFIED.....	1233
COL PRCT.....	37.4%
NEITHER.....	395
COL PRCT.....	12.0%
DISSATISFIED.....	357
COL PRCT.....	10.8%
EXTREMELY DISSATISFIED..	130
COL PRCT.....	3.9%
DONT KNOW.....	15
COL PRCT.....	.5%
DNA.....	896
COL PRCT.....	27.2%
TOTAL.....	3300

Variable Name: N87FAM8  
Col Pos/Length/Recd: 52,1 (2)

Value Labels:  
1=Extremely Satisfied  
2=Satisfied  
3=Neither Satisfied  
Nor Dissatisfied  
4=Dissatisfied  
5=Extremely Dissatisfied  
6=Don't Know  
7=Does Not Apply (Not  
married nor engaged)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 101: How committed is your spouse or fiance(e) to supporting your career as an officer?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE COMMITMENT TO YOUR CAREER AS OFFICER	
EXTREMELY COMMITTED.....	831
COL PRCT.....	25.2%
COMMITTED.....	1107
COL PRCT.....	33.5%
NEITHER.....	303
COL PRCT.....	9.2%
UNCOMMITTED.....	113
COL PRCT.....	3.4%
EXTREMELY UNCOMMITTED...	47
COL PRCT.....	1.4%
DONT KNOW.....	11
COL PRCT.....	.3%
DNA.....	890
COL PRCT.....	27.0%
TOTAL.....	3302

Variable Name: P87Q48  
Col Pos/Length/Recd: 53,1 (2)

Value Labels:  
1=Extremely Committed  
2=Committed  
3=Neither Committed  
Nor Uncommitted  
4=Uncommitted  
5=Extremely Uncommitted  
6=Don't Know  
7=Does Not Apply (Not  
married nor engaged)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 102: How compatible is your career as an Army officer with your spouse's or fiancé's career?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMPATIBILITY BETWEEN CAREERS	
EXTREMELY COMPATIBLE....	348
COL PRCT.....	10.6%
COMPATIBLE.....	774
COL PRCT.....	23.5%
NEITHER.....	436
COL PRCT.....	13.2%
INCOMPATIBLE.....	300
COL PRCT.....	9.1%
EXTREMELY INCOMPATIBLE..	114
COL PRCT.....	3.5%
DONT KNOW.....	27
COL PRCT.....	.8%
NO CAREER.....	549
COL PRCT.....	16.7%
DNA.....	749
COL PRCT.....	22.7%
TOTAL.....	3297

Variable Name: P87Q49  
Col Pos/Length/Recd: 54,1 (2)

Value Labels:  
1=Extremely Compatible  
2=Compatible  
3=Neither Compatible  
Nor Incompatible  
4=Incompatible  
5=Extremely Incompatible  
6=Don't Know  
7=Spouse does not have  
a career  
8=Does Not Apply (Not  
Married nor Engaged)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 103: How would you describe your physical fitness at this time?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

FITNESS	
CAN MEET MAX STANDARDS..	747
COL PRCT.....	22.1%
CLOSE TO MAX STANDARDS..	1689
COL PRCT.....	50.0%
BETTER THAN MIN.....	869
COL PRCT.....	25.7%
CAN MEET MIN.....	56
COL PRCT.....	1.7%
CANNOT MEET MIN.....	15
COL PRCT.....	.4%
TOTAL.....	3376

Variable Name: P87Q66  
Col Pos/Length/Recd: 55,1 (2)

Value Labels:  
1=Can obtain maximum physical fitness standards required by the Army.  
2=Can obtain very close to the maximum physical fitness standards.  
3=Can obtain better than minimum physical fitness standards.  
4=Can obtain minimum physical fitness standards required by the Army.  
5=Cannot perform the minimum physical fitness standards.

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 104: How would you describe your weight control at this time?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WEIGHT	
WELL WITHIN STANDARDS...	2212
COL PRCT.....	65.6%
WITHIN STANDARDS.....	844
COL PRCT.....	25.0%
BARELY WITHIN STANDARDS.	250
COL PRCT.....	7.4%
PROBLEMS MEETING	
STANDARDS.....	68
COL PRCT.....	2.0%
TOTAL.....	3374

Variable Name: P87Q67  
Col Pos/Length/Recd: 56,1 (2)

Value Labels:  
1=Well within the weight standards set for my age and job  
2=Within the weight standards set for my age and job  
3=Barely within the weight standards set for my age & job  
4=I have had problems meeting the weight control requirements

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 105: Have you been treated any differently in your job because of your race?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DIFF TREATMENT RACE	
YES, MORE POSITIVE.....	61
COL PRCT.....	1.8%
YES, MORE NEGATIVE.....	155
COL PRCT.....	4.6%
NO DIFF.....	3126
COL PRCT.....	93.5%
TOTAL.....	3342

Variable Name: N87RDIS  
Col Pos/Length/Recd: 57,1 (2)

Value Labels:  
1=Yes, more positively  
2=Yes, more negatively  
3=No



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 106: Have you been treated any differently in your job because of your sex?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DIFF TREATMENT SEX	
YES, MORE POSITIVE.....	147
COL PRCT.....	4.4%
YES, MORE NEGATIVE.....	211
COL PRCT.....	6.3%
NO DIFF.....	2980
COL PRCT.....	89.3%
TOTAL.....	3338

Variable Name: N87SDIS  
Col Pos/Length/Recd: 58,1 (2)

Value Labels:  
1=Yes, more positively  
2=Yes, more negatively  
3=No

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 107: Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

KNOW ABOUT COMBAT EXCLUSION	
YES.....	3231
COL PRCT.....	95.9%
NO.....	137
COL PRCT.....	4.1%
TOTAL.....	3368

Variable Name: P87Q71      Value Labels:  
 Col Pos/Length/Recd: 59,1 (2)      1=Yes  
    2=No

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 108: Do you believe that the Combat Exclusion Policy will have any impact on your Army career development opportunities?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMBAT EXPR CAREER IMPACT	
YES, MORE POSITIVE.....	211
COL PRCT.....	6.3%
YES, MORE NEGATIVE.....	483
COL PRCT.....	14.5%
NO IMPACT.....	2630
COL PRCT.....	79.1%
TOTAL.....	3324

Variable Name: N87COMX1  
Col Pos/Length/Recd: 60,1 (2)

Value Labels:  
1=Yes, a positive impact  
2=Yes, a negative impact  
3=No impact

## APPENDIX A

### 1987 PROTEUS SURVEY CODEBOOK

Question 109: Do you believe that the Combat Exclusion Policy will have any impact on your commitment to an Army Career?

#### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMBAT EXP COMMIT IMPACT	
DEFINITELY.....	105
COL PRCT.....	3.2%
PROBABLY.....	195
COL PRCT.....	5.9%
PROBABLY NOT.....	1143
COL PRCT.....	34.5%
DEFINITELY NOT.....	1874
COL PRCT.....	56.5%
TOTAL.....	3317

Variable Name: N87COMX2  
Col Pos/Length/Recd: 61,1 (2)

Value Labels:  
1=Definitely  
2=Probably  
3=Probably Not  
4=Definitely Not

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 110: Do you think that pregnant female officers are viewed differently?

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

PREGNANT OFFICERS VIEWED DIFF	
YES, MORE POSITIVE.....	177
COL PRCT.....	5.3%
YES, MORE NEGATIVE.....	2234
COL PRCT.....	67.4%
NO.....	906
COL PRCT.. ..	27.3%
TOTAL.....	3317

Variable Name: N87PREG1  
Col Pos/Length/Recd: 62,1 (2)

Value Labels:  
1=Yes, more positively  
2=Yes, more negatively  
3=No

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 111: How many children do you have (for whom you have legal custody)?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TOTAL CHILDREN	
NONE.....	2156
COL PRCT.....	64.4%
ONE.....	579
COL PRCT.....	17.3%
TWO.....	454
COL PRCT.....	13.6%
THREE.....	131
COL PRCT.....	3.9%
FOUR OR MORE.....	28
COL PRCT.....	.8%
TOTAL.....	3348

Variable Name: P87Q50  
Col Pos/Length/Recd: 63,1 (2)

Value Labels:  
1=None  
2=One  
3=Two  
4=Three  
5=Four or more

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 112: Age of oldest child?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

AGE OLDEST CHILD	
LESS THAN 2.....	479
COL PRCT.....	14.4%
3-5.....	335
COL PRCT.....	10.1%
6-11.....	281
COL PRCT.....	8.4%
12-14.....	71
COL PRCT.....	2.1%
15-18.....	40
COL PRCT.....	1.2%
OVER 18.....	8
COL PRCT.....	.2%
DNA.....	2118
COL PRCT.....	63.6%
TOTAL.....	3332

Variable Name: N87CHAGE  
Col Pos/Length/Recd: 64,1 (2)

Value Labels:  
1=Two or younger  
2=3-5  
3=6-11  
4=12-14  
5=15-18  
6=Older than 18  
7=Does Not Apply  
(Do Not Have Children)

APPENDIX A

1987 PROTEUS SURVEY CODEBOOK

Question 113: Do you plan to have a child or additional children?

FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

PLAN TO HAVE CHILDREN	
YES.....	2297
COL PRCT.....	69.2%
NO.....	1020
COL PRCT.....	30.8%
TOTAL.....	3317

Variable Name: N87PLNCH  
Col Pos/Length/Recd: 65,1 (2)

Value Labels:  
1=Yes  
2=No



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 114: Which of the following best describes your marital status?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

MARITAL STATUS	
SINGLE.....	1110
COL PRCT.....	33.3%
MARRIED, CIVIL.....	1792
COL PRCT.....	53.7%
MARRIED, MILIT.....	292
COL PRCT.....	8.7%
SEPARATED.....	41
COL PRCT.....	1.2%
DIVORCED.....	102
COL PRCT.....	3.1%
WIDOWED.....	1
COL PRCT.....	.0%
TOTAL.....	3338

Variable Name: N87MARST  
Col Pos/Length/Recd: 66,1 (2)

Value Labels:  
1=Single, never married  
2=Married to a civilian  
3=Married to Another Military Member  
4=Legally Separated  
5=Divorced  
6=Widowed

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 115: Please check the category below that best describes your spouse's employment status.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE EMPLOY STATUS	
NOT EMPLOYED, NOT LOOKING	606
COL PRCT.....	28.3%
NOT EMPLOYED, LOOKING....	363
COL PRCT.....	16.9%
PARTTIME.....	306
COL PRCT.....	14.3%
FULLTIME.....	868
COL PRCT.....	40.5%
TOTAL...:	2143

Variable Name: N87SPEMP  
Col Pos/Length/Recd: 67,1 (2)

Value Labels:  
1=Not employed for pay and  
not looking for paid work  
2=Not employed for pay but  
looking for paid work  
3=Employed for pay part time  
(less than 35 hours per week)  
4=Employed for pay full time  
(35 hours or more per week)

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 116: Which of the following best describes the type of organization your spouse works for?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TYPE ORGANIZ SPOUSE	
EMPLOY	
FED GOVT.....	471
COL PRCT.....	22.0%
STATE OR LOCAL GOVT.....	138
COL PRCT.....	6.4%
LRG PRIVATE.....	269
COL PRCT.....	12.6%
SMALL PRIVATE.....	258
COL PRCT.....	12.0%
SELF EMPLOYED.....	64
COL PRCT.....	3.0%
OTHER.....	72
COL PRCT.....	3.4%
NO WORK.....	870
COL PRCT.....	40.6%
TOTAL.....	2142

Variable Name: N87SPORG  
Col Pos/Length/Recd: 68,1 (2)

Value Labels:  
1=Federal Government  
2=State/Local Government  
3=Large private organization/  
business  
4=Small private organization/  
business  
5=Self-employed  
6=Other  
7=Spouse does not work for pay

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 117: Educational level of spouse.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

SPOUSE EDUC LEVEL	
LESS THAN 12 YRS.....	37
COL PRCT.....	1.7%
HIGH SCHOOL GRAD.....	225
COL PRCT.....	10.6%
SOME COLL.....	620
COL PRCT.....	29.1%
COLL DEGREE.....	921
COL PRCT.....	43.3%
SOME GRAD.....	157
COL PRCT.....	7.4%
GRAD DEGREE.....	167
COL PRCT.....	7.9%
TOTAL.....	2127

Variable Name: N87SPED  
Col Pos/Length/Recd: 69,1 (2)

Value Labels:  
1=Less than 12 years  
2=High school graduate  
3=Some college  
4=College degree  
5=Some graduate school  
6=Graduate or professional degree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 118: If the Army guaranteed joint domicile on long tour assignments, would it influence your decision to remain in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

JOINT DOMICILE INFLU	
DEFINITELY.....	238
COL PRCT.....	51.4%
PROBABLY.....	100
COL PRCT.....	21.6%
PROBABLY NOT.....	71
COL PRCT.....	15.3%
DEFINITELY NOT.....	54
COL PRCT.....	11.7%
TOTAL.....	463

Variable Name: N87CD1  
Col Pos/Length/Recd: 70,1 (2)

Value Labels:  
1=Definitely  
2=Probably  
3=Probably Not  
4=Definitely Not

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 119: If the Army provided "compatible branches" for you and your spouse (e.g. one combat arms/one combat service support) would it influence your decision to remain in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMPATIBLE BRANCHES	
INFLU	
DEFINITELY.....	146
COL PRCT.....	32.8%
PROBABLY.....	104
COL PRCT.....	23.4%
PROBABLY NOT.....	116
COL PRCT.....	26.1%
DEFINITELY NOT.....	79
COL PRCT.....	17.8%
TOTAL.....	445

Variable Name: N87CD2  
Col Pos/Length/Recd: 71,1 (2)

Value Labels:  
1=Definitely  
2=Probably  
3=Probably Not  
4=Definitely Not

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 120: If the Army offered extended maternity/paternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) would it influence your decision to remain in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

EXTENDED MATERNITY INFLU	
DEFINITELY.....	200
COL PRCT.....	45.0%
PROBABLY.....	84
COL PRCT.....	18.9%
PROBABLY NOT.....	81
COL PRCT.....	18.2%
DEFINITELY NOT.....	79
COL PRCT.....	17.8%
TOTAL.....	444

Variable Name: N87CD3  
Col Pos/Length/Recd: 72,1 (2)

Value Labels:  
1=Definitely  
2=Probably  
3=Probably Not  
4=Definitely Not

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 121: If the Army provided "24 hour child care arrangements" (e.g. evening and weekend hours, arrangements for short term deployments), would it influence your decision to remain in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CHILD CARE FACILITIES INFLU	
DEFINITELY.....	186
COL PRCT.....	40.3%
PROBABLY.....	107
COL PRCT.....	23.2%
PROBABLY NOT.....	102
COL PRCT.....	22.1%
DEFINITELY NOT.....	67
COL PRCT.....	14.5%
TOTAL.....	462

Variable Name: N87CD4  
Col Pos/Length/Recd: 73,1 (2)

Value Labels:  
1=Definitely  
2=Probably  
3=Probably Not  
4=Definitely Not



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 122: I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc)

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMPANY GRADE LEVEL	
COMMAND	
1 TO 6 MOS.....	129
COL PRCT.....	11.6%
7 TO 12 MOS.....	
COL PRCT.....	197
	17.8%
MORE THAN 12 MOS.....	
COL PRCT.....	451
	40.7%
NO COMMAND.....	
COL PRCT.....	276
	24.9%
DNA.....	
COL PRCT.....	56
	5.0%
TOTAL.....	1109

Variable Name: P87Q145  
Col Pos/Length/Recd: 74,1 (2)

Value Labels:  
1=1-6 months  
2=7-12 months  
3=More than 12 months  
4=Have not had command  
5=Does not apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 123: Based upon formal feedback (e.g. counseling, OERS, etc) how would you characterize the success of your command experience?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

FORMAL FEEDBACK ON COMMAND	
VERY SUCCESSFUL.....	488
COL PRCT.....	61.2%
SUCCESSFUL.....	273
COL PRCT.....	34.3%
UNSUCCESSFUL.....	15
COL PRCT.....	1.9%
VERY UNSUCCESSFUL.....	4
COL PRCT.....	.5%
DNA.....	17
COL PRCT.....	2.1%
TOTAL.....	797

Variable Name: P87Q146  
Col Pos/Length/Recd: 75,1 (2)

Value Labels:  
1=Very successful  
2=Successful  
3=Unsuccessful  
4=Very unsuccessful  
5=Does not apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 124: How important is successful command as a captain to your commitment to stay in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

IMPORTANCE OF SUCCESSFUL COMMAND	
VERY IMPORTANT.....	802
COL PRCT.....	72.6%
IMPORTANT.....	192
COL PRCT.....	17.4%
NOT IMPORTANT.....	61
COL PRCT.....	5.5%
DNA.....	50
COL PRCT.....	4.5%
TOTAL.....	1105

Variable Name: P87Q147  
Col Pos/Length/Recd: 76,1 (2)

Value Labels:  
1=Very important  
2=Important  
3=Not important  
4=Does not apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 125: How difficult is it for an officer in your branch at your MACOM location to get a command?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

DIFFICULTY OF GETTING COMMAND	
VERY DIFFICULT.....	300
COL PRCT.....	27.0%
DIFFICULT.....	422
COL PRCT.....	38.0%
NOT DIFFICULT.....	317
COL PRCT.....	28.6%
NOT AVAILABLE.....	12
COL PRCT.....	1.1%
DNA.....	59
COL PRCT.....	5.3%
TOTAL.....	1110

Variable Name: P87Q148  
Col Pos/Length/Recd: 77,1 (2)

Value Labels:  
1=Very difficult  
2=Difficult  
3=Not difficult  
4=Not available in my  
career field  
5=Does not apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 126: Do you think that the opportunity to command as a Captain will be the most important job you will have done since you have been in the Army?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

COMMAND MOST IMPORTANT JOB SO FAR	
YES.....	859
COL PRCT.....	78.6%
NO.....	143
COL PRCT.....	13.1%
DONT KNOW.....	47
COL PRCT.....	4.3%
DOES NOT APPLY.....	44
COL PRCT.....	4.0%
TOTAL.....	1093

Variable Name: P87Q149  
Col Pos/Length/Recd: 78,1 (2)

Value Labels:  
1=Yes  
2=No  
3=Don't know  
4=Does not apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 127: My academic program of studies prepared me to master the requirements of my Branch Course.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACAD PREP FOR BRANCH COURSE	
STRONGLY AGREE.....	323
COL PRCT.....	32.3%
AGREE.....	235
COL PRCT.....	23.5%
NEITHER.....	200
COL PRCT.....	20.0%
DISAGREE.....	162
COL PRCT.....	16.2%
STRONGLY DISAGREE.....	81
COL PRCT.....	8.1%
TOTAL.....	1001

Variable Name: P87Q152  
Col Pos/Length/Recd: 79,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 128: Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACAD PREP FOR ORAL PRESENTATIONS	
STRONGLY AGREE.....	513
COL PRCT.....	51.5%
AGREE.....	369
COL PRCT.....	37.0%
NEITHER.....	76
COL PRCT.....	7.6%
DISAGREE.....	34
COL PRCT.....	3.4%
STRONGLY DISAGREE.....	5
COL PRCT.....	.5%
TOTAL.....	997

Variable Name: P87Q153  
Col Pos/Length/Recd: 80,1 (2)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 129: Based upon my academic training, I feel well prepared to write memos and short communiques.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

ACAD PREP FOR WRITTEN COMMS	
STRONGLY AGREE.....	521
COL PRCT.....	52.3%
AGREE.....	380
COL PRCT.....	38.2%
NEITHER.....	67
COL PRCT.....	6.7%
DISAGREE.....	24
COL PRCT.....	2.4%
STRONGLY DISAGREE.....	4
COL PRCT.....	.4%
TOTAL.....	996

Variable Name: P87Q154  
Col Pos/Length/Recd: 1,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 130: Based upon my physical training experiences, I feel well prepared to lead my unit in physical training activities.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

PHYSICAL PREP FOR PHYS ACTIVITIES	
STRONGLY AGREE.....	329
COL PRCT.....	61.7%
AGREE.....	172
COL PRCT.....	32.3%
NEITHER.....	20
COL PRCT.....	3.8%
DISAGREE.....	12
COL PRCT.....	2.3%
TOTAL.....	533

Variable Name: P87Q155  
Col Pos/Length/Recd: 2,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 131: Based upon my physical training experiences, I feel prepared to meet the Army's standards of physical fitness for officers.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

PHYSICAL PREP TO MEET STANDARDS	
STRONGLY AGREE.....	376
COL PRCT.....	70.7%
AGREE.....	142
COL PRCT.....	26.7%
NEITHER.....	10
COL PRCT.....	1.9%
DISAGREE.....	4
COL PRCT.....	.8%
TOTAL.....	532

Variable Name: P87Q156  
Col Pos/Length/Recd: 3,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 132: How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

VALUE OF CADET TRAINING FOR OFFICER ROLE	
VERY VALUABLE.....	87
COL PRCT.....	16.3%
VALUABLE.....	130
COL PRCT.....	24.3%
OF SOME VALUE.....	83
COL PRCT.....	15.5%
OF LITTLE VALUE.....	24
COL PRCT.....	4.5%
NOT VALUABLE.....	14
COL PRCT.....	2.6%
DOES NOT APPLY.....	196
COL PRCT.....	36.7%
TOTAL.....	534

Variable Name: P87Q157  
Col Pos/Length/Recd: 4,1 (3)

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 133: How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

VALUE OF SUMMER CAMP FOR OFFICER ROLE	
VERY VALUABLE.....	64
COL PRCT.....	12.1%
VALUABLE.....	116
COL PRCT.....	22.0%
OF SOME VALUE.....	116
COL PRCT.....	22.0%
OF LITTLE VALUE.....	59
COL PRCT.....	11.2%
NOT VALUABLE.....	28
COL PRCT.....	5.3%
DOES NOT APPLY.....	145
COL PRCT.....	27.5%
TOTAL.....	528

Variable Name: P87Q158  
Col Pos/Length/Recd: 5,1 (3)

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 134.: How valuable were your branch and specialty orientations in helping to prepare you for your role as an officer?

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

VALUE OF ORIENTATIONS FOR OFFICER ROLE	
VERY VALUABLE.....	45
COL PRCT.....	8.5%
VALUABLE.....	155
COL PRCT.....	29.1%
OF SOME VALUE.....	183
COL PRCT.....	34.4%
OF LITTLE VALUE.....	89
COL PRCT.....	16.7%
NOT VALUABLE.....	34
COL PRCT.....	6.4%
DOES NOT APPLY.....	26
COL PRCT.....	4.9%
TOTAL.....	532

Variable Name: P87Q159  
Col Pos/Length/Rcd: 6,1 (3)

Value Labels:  
1=Very Valuable  
2=Valuable  
3=Of Some Value  
4=Of Little Value  
5=Not Valuable At All  
6=Does Not Apply

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 135: When I left school I felt confident of my ability to assume my first assignment.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

CONFIDENCE IN ABILITY FOR ASSIGNMENT	
STRONGLY AGREE.....	177
COL PRCT.....	33.0%
AGREE.....	215
COL PRCT.....	40.1%
NEITHER.....	89
COL PRCT.....	16.6%
DISAGREE.....	48
COL PRCT.....	9.0%
STRONGLY DISAGREE.....	7
COL PRCT.....	1.3%
TOTAL.....	536

Variable Name: P87Q160  
Col Pos/Length/Recd: 7,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 136: During my first assignment, I wondered if I was ready to assume a leadership role with troops.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WONDERED IF READY TO BE LEADER	
STRONGLY AGREE.....	24
COL PRCT.....	4.5%
AGREE.....	151
COL PRCT.....	28.3%
NEITHER.....	78
COL PRCT.....	14.6%
DISAGREE.....	187
COL PRCT.....	35.1%
STRONGLY DISAGREE.....	93
COL PRCT.....	17.4%
TOTAL.....	533

Variable Name: P87Q161  
Col Pos/Length/Recd: 8,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 137: During my first assignment, I questioned my experience and whether I was capable of the tasks ahead.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

QUESTIONED EXPERIENCE	
STRONGLY AGREE.....	18
COL PRCT.....	3.4%
AGREE.....	149
COL PRCT.....	28.0%
NEITHER.....	86
COL PRCT.....	16.2%
DISAGREE.....	187
COL PRCT.....	35.2%
STRONGLY DISAGREE.....	92
COL PRCT.....	17.3%
TOTAL.....	532

Variable Name: P87Q162  
Col Pos/Length/Recd: 9,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree



# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 138: I felt prepared for my first assignment.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

WELL INFORMED ABOUT FIRST ASSIGNMENT	
STRONGLY AGREE.....	125
COL PRCT.....	23.4%
AGREE.....	248
COL PRCT.....	46.4%
NEITHER.....	87
COL PRCT.....	16.3%
DISAGREE.....	66
COL PRCT.....	12.4%
STRONGLY DISAGREE.....	8
COL PRCT.....	1.5%
TOTAL.....	534

Variable Name: P87Q163  
Col Pos/Length/Recd: 10,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

# APPENDIX A

## 1987 PROTEUS SURVEY CODEBOOK

Question 139: The freedom I suddenly had during my first assignment was a new experience; it took time to adjust.

### FREQUENCIES FOR 1987 PROTEUS RESPONDENTS (N=3417)

TOOK TIME TO ADJUST	
STRONGLY AGREE.....	40
COL PRCT.....	7.7%
AGREE.....	138
COL PRCT.....	26.4%
NEITHER.....	106
COL PRCT.....	20.3%
DISAGREE.....	171
COL PRCT.....	32.8%
STRONGLY DISAGREE.....	67
COL PRCT.....	12.8%
TOTAL.....	522

Variable Name: P87Q164  
Col Pos/Length/Recd: 11,1 (3)

Value Labels:  
1=Strongly Agree  
2=Agree  
3=Neither Agree Nor Disagree  
4=Disagree  
5=Strongly Disagree

**APPENDIX B**  
**SURVEY APPROVAL AUTHORITY: U.S. ARMY SOLDIER SUPPORT CENTER**  
**SURVEY CONTROL NUMBER: ATNC-AO-87-31C**  
**RCS: MILPC-3**

**LONGITUDINAL STUDY**  
**OF**  
**OFFICERS' CAREERS**



**SUMMER 1987**

**PT 5703**

## APPENDIX B

### BACKGROUND INFORMATION

1. Year of Commissioning
  - A. 1980
  - B. 1981
  - C. 1982
  - D. 1983
  - E. 1984
  - F. 1985
  - G. 1986
2. Source of Commission
  - A. OCS
  - B. USMA
  - C. ROTC
  - D. Direct
  - E. Other
3. Current Rank
  - A. 2LT
  - B. 1LT
  - C. CPT
  - D. MAJ
4. Major Command Headquarters
  - A. Forces Command
  - B. Training & Doctrine Command
  - C. U.S. Army Europe
  - D. Western Command
  - E. U.S. Army Korea
  - F. Other
5. Present Assignment
  - A. Combat Arms
  - B. Combat Support
  - C. Combat Service Support
  - D. Other (e.g. graduate school, industry training)

### LEADERSHIP

The following questions are designed to measure your perceptions of your effectiveness as a leader in your current job in the Army.

6. How effective are you in carrying out your duties in your present leadership role?
  - A. Very Effective
  - B. Effective
  - C. Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not now in a Leadership Role)

## APPENDIX B

7. How would you rate yourself in terms of leadership performance, relative to other officers of your rank?
- A. In the Top 10th Percentile
  - B. In the 11th to 20th Percentile
  - C. In the 21st to 30th Percentile
  - D. In the 31st to 40th Percentile
  - E. In the 41st to 50th Percentile
  - F. In the Bottom 50th Percentile
  - G. Does Not Apply
8. Overall, how much confidence do you have in your leadership abilities?
- A. A great deal
  - B. Some
  - C. A little
  - D. None
9. How effective is your unit in performing the tasks assigned to it?
- A. Very Effective
  - B. Somewhat Effective
  - C. Somewhat Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not in a Unit)
10. How would you rate your unit in terms of mission accomplishments, relative to other units performing similar missions?
- A. In the Top 10th Percentile
  - B. In the 11th to 20th Percentile
  - C. In the 21st to 30th Percentile
  - D. In the 31st to 40th Percentile
  - E. In the 41st to 50th Percentile
  - F. In the Bottom 50th Percentile
  - G. Does Not Apply (Am not in a Unit)

### CHARACTERISTICS OF PRESENT ASSIGNMENT

We would like to know how your present duty assignment compares to duty assignments of other officers of your rank with similar assignments. Questions referring to your immediate superior refer to your current supervisor/rater. Use the scale below.

- A. Well above Other Officers
- B. Above Other Officers
- C. About the Same as Other Officers
- D. Below Other Officers
- E. Well Below Other Officers

11. The amount of responsibility in your work.
12. The amount of challenge in your duties.
13. The opportunity to express ideas to your immediate supervisor.

## **APPENDIX B**

Continue to use the scale below for the following questions.

- A Well Above Other Officers**
- B Above Other Officers**
- C About the Same as Other Officers**
- D Below Other Officers**
- E Well Below Other Officers**

14. The willingness of your immediate superior to accept your ideas.
15. The feeling of contributing to decision-making.
16. The administrative effectiveness of your immediate superior.
17. The leadership effectiveness of your immediate superior.
18. The amount of discussion of your work with your immediate superior.
19. The amount of comradery between you and your immediate superior.
20. Your respect for your immediate superior as a person.
21. The congeniality of life in your unit.
22. The amount of authoritarian control exercised over you by your immediate superior.
23. The amount of personal interest in you shown by your immediate superior.
24. The amount of constructive criticism provided by your immediate superior.
25. The feeling of being treated as an equal by your immediate superior.
26. The amount of military tasks in your work.
27. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
28. The amount of initiative actually exercised by you.
29. The amount of interference by others in areas that are your responsibility.
30. The opportunity to get to know the people in your unit.
31. The recognition of your accomplishments by your immediate superior.
32. The amount of direction provided by your immediate superior.
33. Your workload as an officer.
34. The feeling of satisfaction in your work.

## APPENDIX B

Continue to use the scale below for the following questions.

- A Well Above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
- D Below Other Officers
- E Well Below Other Officers

- 35. The feeling of confidence in your ability to do your work.
- 36. Feeling of being accepted by other officers in your unit.
- 37. Feeling of being respected by troops as an officer.
- 38. Adequacy of training you received for your assignment.
- 39. The amount of assistance given to you by fellow officers in the unit.
- 40. The amount of task structure provided by your immediate superior.

### CAREER SATISFACTION: PERSONAL AND SOCIAL ASPECTS

Below are several different aspects of an officer's life. Using the scale below, indicate your level of satisfaction with each aspect at the present time.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 41. Relationships with superior officers.
- 42. Relationships with peers.
- 43. Relationships with NCO's.
- 44. Relationships with troops.
- 45. Opportunities to socialize and develop personal relationships.
- 46. Living conditions/quarters.
- 47. Leave time.
- 48. Recreational opportunities.
- 49. Free time for social/recreational pursuits.
- 50. Work relationships with the opposite sex.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 51. Opportunities to engage in athletic pursuits or physical activities.
- 52. Policies relating to fraternization.
- 53. Support received from family/friends for a career in the military.
- 54. Support received from your branch assignment officer at MILPERCEN.
- 55. Time available to pursue personal life goals.
- 56. Satisfaction with life as an officer.
- 57. The amount of responsibility in your work.
- 58. The leadership effectiveness of your superior.
- 59. Your workload as an officer.
- 60. The number of military tasks in your work.
- 61. Personal/family life at the present time.

### CAREER PLANNING

Below is a list of activities that people sometimes engage in when planning or managing their career. Using the scale below, indicate the extent to which you engage in these activities.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 62. In career planning, I try to assess my strengths, weaknesses, and interest.
- 63. In career planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
- 64. In career planning, I try to get information about career opportunities.
- 65. In career planning, superior officers have helped me to get information about career opportunities.



## APPENDIX B

Continue to use the scale below for the following questions.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 66. In career planning, I set personal career goals.
- 67. In career planning, superior officers have helped me to set career goals.
- 68. In career planning, I develop plans and strategies for achieving career goals.
- 69. In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.
- 70. How far ahead have you been planning your career as an officer:
  - A. Short term (up to 5 years)
  - B. Mid range (up to 13 years)
  - C. Long range (up to 20 years or more)
  - D. I have not made any career plans

### CAREER INVOLVEMENT

Below is a list of statements a person might make about his or her job. Indicate your level of agreement or disagreement with the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Nor Disagree
- D. Disagree
- E. Strongly Disagree

- 71. I get a sense of identity from my career.
- 72. My career gives me a sense of well-being.
- 73. I get a sense of pride from my career.
- 74. My career is very important to me.
- 75. If I were to describe myself to someone, I would probably begin by stating my career.
- 76. If I were to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### MENTORS

A mentor is an member of an organization or profession who establishes a relationship with a newer member, and actively assists this individual's professional development or advancement in some significant and ongoing way. (If you have had more than one mentor think of the one mentor who had the greatest impact on your development in the Army).

77. How many mentors have you had?
- A. None
  - B. One
  - C. Two
  - D. Three or more
78. Was this mentor
- A. Male
  - B. Female
  - C. Does Not Apply (Have Not Had A Mentor)
79. Was this mentor
- A. Your Rater
  - B. Your Senior Rater
  - C. A Peer
  - D. Another officer not in your chain of command
  - E. A key NCO (e.g. Platoon SGT, First SGT, etc.)
  - F. Other (Civilian Friend, Clergy, etc.)
  - G. Does Not Apply (Have Not Had Mentor)
80. What was the most important kind of assistance given by your mentor?
- A. Job Related Guidance
  - B. Career Planning Guidance
  - C. Personal and Social Guidance
  - D. Moral/Ethical Guidance
  - E. Does Not Apply (Have Not Had Mentor)

### TURN ANSWER SHEET OVER

81. How important was this help for you?
- A. Not too important
  - B. Somewhat important
  - C. Very important
  - D. Essential, indispensable
  - E. Not sure
  - F. Does Not Apply (Have Not Had Mentor)
82. To what extent do you believe that a mentor will help advance your career?
- A. Not at all
  - B. To a small extent
  - C. To a moderate extent
  - D. To a great extent

## APPENDIX B

### CAREER PLANS

83. Which of the following best describes your career intentions at the present time?

- A. I plan to stay in the Army beyond 20 years.
- B. I plan to stay in the Army until my 20 year retirement point.
- C. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- D. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- E. I will probably leave the Army upon completion of my obligation.
- F. I will definitely leave the Army upon completion of my obligation.

Below is a list of some work-related and personal and family related factors that a person might consider when thinking about their career. For each item think about the extent to which it is a factor in your decision to stay or leave the Army. Use the scale below to indicate how important each factor is in your decision to remain in or leave the Army.

- A Very Important
- B Somewhat Important
- C Somewhat Unimportant
- D Not At All Important

84. Pay

85. Army Benefits (e.g. medical, commissary, PX, etc.)

86. Retirement

87. Assignment Location (e.g. post, major command, theater)

88. Civilian Alternatives

89. Employment and career opportunities for spouse

90. Spouse's satisfaction with Army life style

91. Children's adjustment to Army life style

92. Schools and educational facilities for children

## APPENDIX B

### SPOUSE'S INVOLVEMENT

Indicate the degree to which you agree or disagree with each of the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

- 93. Officers will have difficulty advancing in their careers if their spouses do not get involved in unit or Army community activities.
- 94. An officer's spouse should devote a good deal of time to unit and post activities.
- 95. Through his or her activities an officer's spouse can have a significant impact on unit effectiveness.
- 96. Family problems often interfere with soldiers' performance in their unit.
- 97. The career of an officer's spouse may have to be sacrificed in order for the officer to succeed as an officer.
- 98. Geographic separations may be necessary in order for both officer and spouse to pursue careers.
- 99. It is difficult to balance the demands of being an officer with the demands of a family.

### SPOUSE'S COMMITMENT

- 100. How satisfied is your spouse or fiancé(e) to an Army life style?
  - A. Extremely Satisfied
  - B. Satisfied
  - C. Neither Satisfied Or Dissatisfied
  - D. Dissatisfied
  - E. Extremely Dissatisfied
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)
- 101. How committed is your spouse or fiancé(e) to supporting your career as an officer?
  - A. Extremely Committed
  - B. Committed
  - C. Neither Committed Or Uncommitted
  - D. Uncommitted
  - E. Extremely Uncommitted
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)

## APPENDIX B

102. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- A. Extremely Compatible
- B. Compatible
- C. Neither Compatible Or Incompatible
- D. Incompatible
- E. Extremely Incompatible
- F. Don't Know
- G. Spouse does not have a career
- H. Does Not Apply (Not Married or Engaged)

### PERSONAL ADJUSTMENT

103. How would you describe your physical fitness at this time?

- A. Can obtain maximum physical fitness standards required by the Army.
- B. Can obtain very close to the maximum physical fitness standards.
- C. Can obtain better than minimum physical fitness standards.
- D. Can obtain minimum physical fitness standards required by the Army.
- E. Cannot perform the minimum physical fitness standards.

104. How would you describe your weight control at this time?

- A. Well within the weight standards set for my age and job
- B. Within the weight standards set for my age and job
- C. Barely within the weight standards set for my age and job
- D. I have had problems meeting the weight control requirements

105. Have you been treated any differently in your job because of your race?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

106. Have you been treated any differently in your job because of your sex?

- A. Yes, More Positively
- B. Yes, More Negatively
- C. No

### ARMY CAREER POLICIES AND PRACTICES

The following items pertain to Army policies and practices that may affect your professional and personal life.

107. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- A. Yes
- B. No

108. Do you believe that the Combat Exclusion policy will have any impact on your Army career development opportunities?

- A. Yes, A Positive Impact
- B. Yes, A Negative Impact
- C. No Impact

## APPENDIX B

109. Do you believe that this policy will have any impact on your commitment to an Army career?

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

110. Do you think that pregnant female officers are viewed differently?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

### CHILDREN AND SPOUSE

111. How many children do you have (For whom you have legal custody).

- A. None
- B. One
- C. Two
- D. Three
- E. Four or more

112. Age of oldest child?

- A. Two or younger
- B. 3-5
- C. 6-11
- D. 12-14
- E. 15-18
- F. Older than 18
- G. Does Not Apply (Do Not Have Children)

113. Do you plan to have a child or additional children?

- A. Yes
- B. No

114. Which of the following best describes your Marital Status?

- A. Single, Never Married
- B. Married to a Civilian
- C. Married to Another Military Member
- D. Legally Separated
- E. Divorced
- F. Widowed

IF NOT MARRIED, GO TO QUESTION 127

115. Please check the category below that best describes your spouse's employment status.

- A. Not employed for pay and not looking for paid work
- B. Not employed for pay but looking for paid work
- C. Employed for pay part time (less than 35 hours per week)
- D. Employed for pay full time (35 hours or more per week)

## APPENDIX B

116. Which of the following best describes the type of organization your spouse works for

- A. Federal Government
- B. State/Local Government
- C. Large Private Organization/Business
- D. Small Private Organization/Business
- E. Self-Employed
- F. Other
- G. Spouse does not work for pay

117. Educational Level of Spouse

- A. Less than 12 years
- B. High school graduate
- C. Some college
- D. College Degree
- E. Some Graduate School
- F. Graduate or Professional Degree.

**DUAL ARMY CAREER COUPLES - ANSWER QUESTIONS 118-121 IF BOTH YOU AND YOUR SPOUSE ARE IN THE MILITARY.**

Several issues affect dual Army career couples. Using the scale below, indicate the extent to which each of the following issues would affect your commitment to remain in the Army.

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

118. If the Army guaranteed joint domicile on long tour assignments would it influence your decision to remain in the Army?

119. If the Army provided "compatible branches" for you and your spouse (e.g. one combat arms/one combat service support) would it influence your decision to remain in the Army?

120. If the Army offered extended maternity/paternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) would it influence your decision to remain in the Army?

121. If the Army provided "24 hour child care arrangements" (e.g. evening and weekend hours, arrangements for short term deployments), would it influence your decision to remain in the Army?

## APPENDIX B

### COMMAND EXPERIENCE

122. I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc)

- A. 1-6 months
- B. 7-12 months
- C. More than 12 months
- D. Have not had command
- E. Does Not Apply

123. Based upon formal feedback (e.g. counseling, OERS, etc.) how would you characterize the success of your command experience?

- A. Very successful
- B. Successful
- C. Unsuccessful
- D. Very Unsuccessful
- F. Does Not Apply

124. How important is successful command as a captain to your commitment to stay in the Army?

- A. Very important
- B. Important
- C. Not Important
- D. Does Not Apply

125. How difficult is it for an officer in your branch at your MACOM location to get a command?

- A. Very difficult
- B. Difficult
- C. Not difficult
- D. Not available in my career field
- E. Does Not Apply

126. Do you think that the opportunity to command as a Captain will be the most important job you will have done since you have been in the Army?

- A. Yes
- B. No
- C. Don't Know
- D. Does Not Apply

THANK YOU FOR YOUR PARTICIPATION. IF YOU WOULD LIKE FEEDBACK ON SURVEY RESULTS, CONTACT THE OFFICE LISTED BELOW:

LONGITUDINAL STUDY OF OFFICERS  
RETENTION TEAM  
ARMY RESEARCH INSTITUTE (PERI/RP)  
5001 EISENHOWER AVE.  
ALEXANDRIA, VIRGINIA 22333-5600

87:57033



## APPENDIX B

### PRE-COMMISSION EXPERIENCES

Below is a list of statements a person might make describing his/her preparation for a career as an officer. Based on your experiences, please indicate the extent to which you agree or disagree with each statement using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

127. My academic program of studies prepared me to master the requirements of my Branch Course.

128. Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

129. Based upon my academic training, I feel well prepared to write memos and short communiques.

130. Based upon my physical training experiences, I feel well prepared to lead my unit in physical training activities.

131. Based upon my physical training experiences, I feel prepared to meet the Army's standards of physical fitness for officers.

### LEADERSHIP DEVELOPMENT

The questions below are designed to obtain information about your leadership development. Please answer each using the following scale:

- A. Very Valuable
- B. Valuable
- C. Of Some Value
- D. Of Little Value
- E. Not Valuable At All
- F. Does Not Apply

132. How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?

133. How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?

134. How valuable were your branch and specialty orientations in helping to prepare you for your role as an officer?

## APPENDIX B

### MILITARY TRANSITION

Below is a list of statements describing experiences and feelings that people sometimes have when making the transition from being a cadet or candidate to becoming an officer. Using the scale below, indicate the extent to which you agree or disagree that the statement describes your own experience or feeling.

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

135. When I left school I felt confident of my ability to assume my first assignment.

136. During my first assignment, I wondered if I was ready to assume a leadership role with troops.

137. During my first assignment, I questioned my experience and whether I was capable of the tasks ahead.

138. I felt prepared for my first assignment.

139. The freedom I suddenly had during my first assignment was a new experience; it took time to adjust.

THANK YOU FOR YOUR PARTICIPATION. IF YOU WOULD LIKE FEEDBACK ON SURVEY RESULTS, PLEASE CONTACT THE OFFICE LISTED BELOW:

LONGITUDINAL STUDY OF OFFICERS  
RETENTION TEAM  
ARMY RESEARCH INSTITUTE (PERI/RP)  
5001 EISENHOWER AVE.  
ALEXANDRIA, VIRGINIA 22333-5600

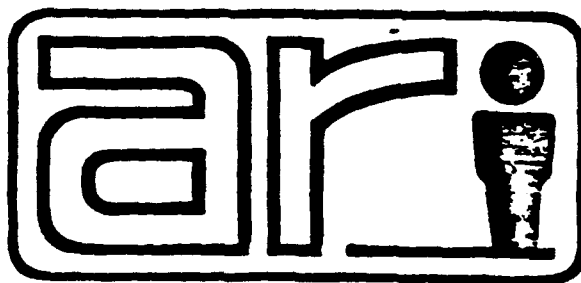
87:5703C

APPENDIX B

SURVEY APPROVAL AUTHORITY: U.S. ARMY SOLDIER SUPPORT CENTER  
SURVEY CONTROL NUMBER: ATNC-AO-87-31A  
RCS MILPC-3

LONGITUDINAL STUDY  
OF  
OFFICERS' CAREERS

FORM A



SUMMER 1987

PA 6700A

# APPENDIX B

DATA REQUIRED BY THE PRIVACY ACT OF 1974 (5 U.S.C. 552a)	
1. TITLE OF FORM LONGITUDINAL STUDY OF OFFICERS' CAREERS (FORM A)	PRESCRIBING DIRECTIVE AR 70-1
2. AUTHORITY 30 USC Sec 4303	
3. PRINCIPAL PURPOSE(S) The data collected with the attached form are to be used for research purposes only.	
4. ADDITIONAL USE(S)  This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.	
5. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.	
FORM	Privacy Act Statement - 26 Sep 75
DA Form 4368-R, 1 May 75	

## **APPENDIX B**

### **LONGITUDINAL STUDY OF OFFICERS' CAREERS**

The U. S. Army Research Institute (ARI) is collecting data on the attitudes, opinions and experiences of Army officers on issues pertaining to their careers and their families. Information will be useful for policy planning and used to improve the preparation, performance and retention of officers. One or more follow-up surveys may be administered in the future to find out what changes, if any, have occurred.

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## APPENDIX B

### DIRECTIONS

1. With this booklet you should have received an answer sheet titled **ARI GENERAL PURPOSE ANSWER SHEET**. It contains items 1-80 on the front and items 81-160 on the reverse side.
2. Enter your Social Security number in the space provided at the top of the answer sheet and blacken in the matching numbers. Then fill in the space provided, Date, Ethnic Group, College Education, Grade, Sex and Form.
3. Fill in the survey form, 'A', 'B', or 'C' in the space provided. The survey form can be found on the front cover sheet below the survey title.
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5. Mark your answers on the Answer sheet. Use a No. 2 Pencil Only!
6. Be sure that your answer marks are heavy and that you darken the whole circle. Do not go outside the lines of the circle. If you decide to change an answer, erase the mark completely before entering a new one.
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8. Do not tear or fold the Answer Sheet. Upon completion, return this questionnaire and the filled out answer sheet in the enclosed envelope.
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## APPENDIX B

### BACKGROUND INFORMATION

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  - A. 1980
  - B. 1981
  - C. 1982
  - D. 1983
  - E. 1984
  - F. 1985
  - G. 1986
2. Source of Commission
  - A. OCS
  - B. USMA
  - C. ROTC
  - D. Direct
  - E. Other
3. Current Rank
  - A. 2LT
  - B. 1LT
  - C. CPT
  - D. MAJ
4. Major Command Headquarters
  - A. Forces Command
  - B. Training & Doctrine Command
  - C. U.S. Army Europe
  - D. Western Command
  - E. U.S. Army Korea
  - F. Other
5. Present Assignment
  - A. Combat Arms
  - B. Combat Support
  - C. Combat Service Support
  - D. Other (e.g. graduate school, industry training)

### LEADERSHIP

The following questions are designed to measure your perceptions of your effectiveness as a leader in your current job in the Army.

6. How effective are you in carrying out your duties in your present leadership role?
  - A. Very Effective
  - B. Effective
  - C. Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not now in a Leadership Role)

## APPENDIX B

7. How would you rate yourself in terms of leadership performance, relative to other officers of your rank?

- A. In the Top 10th Percentile
- B. In the 11th to 20th Percentile
- C. In the 21st to 30th Percentile
- D. In the 31st to 40th Percentile
- E. In the 41st to 50th Percentile
- F. In the Bottom 50th Percentile
- G. Does Not Apply

8. Overall, how much confidence do you have in your leadership abilities?

- A. A great deal
- B. Some
- C. A Little
- D. None

9. How effective is your unit in performing the tasks assigned to it?

- A. Very Effective
- B. Somewhat Effective
- C. Somewhat Ineffective
- D. Very Ineffective
- E. Does Not Apply (Am not in a Unit)

10. How would you rate your unit in terms of mission accomplishments, relative to other units performing similar missions?

- A. In the Top 10th Percentile
- B. In the 11th to 20th Percentile
- C. In the 21st to 30th Percentile
- D. In the 31st to 40th Percentile
- E. In the 41st to 50th Percentile
- F. In the Bottom 50th Percentile
- G. Does Not Apply (Am not in a Unit)

### CHARACTERISTICS OF PRESENT ASSIGNMENT

We would like to know how your present duty assignment compares to duty assignments of other officers of your rank with similar assignments. Questions referring to your immediate superior refer to your current supervisor/rater. Use the scale below.

- A. Well above Other Officers
- B. Above Other Officers
- C. About the Same as Other Officers
- D. Below Other Officers
- E. Well Below Other Officers

11. The amount of responsibility in your work.

12. The amount of challenge in your duties.

13. The opportunity to express ideas to your immediate supervisor.



## APPENDIX B

Continue to use the scale below for the following questions.

- A Well Above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
- D Below Other Officers
- 1 Well Below Other Officers

14. The willingness of your immediate superior to accept your ideas.
15. The feeling of contributing to decision-making.
16. The administrative effectiveness of your immediate superior.
17. The leadership effectiveness of your immediate superior.
18. The amount of discussion of your work with your immediate superior.
19. The amount of comradery between you and your immediate superior.
20. Your respect for your immediate superior as a person.
21. The congeniality of life in your unit.
22. The amount of authoritarian control exercised over you by your immediate superior.
23. The amount of personal interest in you shown by your immediate superior.
24. The amount of constructive criticism provided by your immediate superior.
25. The feeling of being treated as an equal by your immediate superior.
26. The amount of military tasks in your work.
27. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
28. The amount of initiative actually exercised by you.
29. The amount of interference by others in areas that are your responsibility.
30. The opportunity to get to know the people in your unit.
31. The recognition of your accomplishments by your immediate superior.
32. The amount of direction provided by your immediate superior.
33. Your workload as an officer.
34. The feeling of satisfaction in your work.

## APPENDIX B

Continue to use the scale below for the following questions.

- A Well Above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
- D Below Other Officers
- E Well Below Other Officers

- 35. The feeling of confidence in your ability to do your work.
- 36. Feeling of being accepted by other officers in your unit.
- 37. Feeling of being respected by troops as an officer.
- 38. Adequacy of training you received for your assignment.
- 39. The amount of assistance given to you by fellow officers in the unit.
- 40. The amount of task structure provided by your immediate superior.

### CAREER SATISFACTION: PERSONAL AND SOCIAL ASPECTS

Below are several different aspects of an officer's life. Using the scale below, indicate your level of satisfaction with each aspect at the present time.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 41. Relationships with superior officers.
- 42. Relationships with peers.
- 43. Relationships with NCO's.
- 44. Relationships with troops.
- 45. Opportunities to socialize and develop personal relationships.
- 46. Living conditions/quarters.
- 47. Leave time.
- 48. Recreational opportunities.
- 49. Free time for social/recreational pursuits.
- 50. Work relationships with the opposite sex.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 51. Opportunities to engage in athletic pursuits or physical activities.
- 52. Policies relating to fraternization.
- 53. Support received from family/friends for a career in the military.
- 54. Support received from your branch assignment officer at MILPERCEN.
- 55. Time available to pursue personal life goals.
- 56. Satisfaction with life as an officer.
- 57. The amount of responsibility in your work.
- 58. The leadership effectiveness of your superior.
- 59. Your workload as an officer.
- 60. The number of military tasks in your work.
- 61. Personal/family life at the present time.

### CAREER PLANNING

Below is a list of activities that people sometimes engage in when planning or managing their career. Using the scale below, indicate the extent to which you engage in these activities.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 62. In career planning, I try to assess my strengths, weaknesses, and interest.
- 63. In career planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
- 64. In career planning, I try to get information about career opportunities.
- 65. In career planning, superior officers have helped me to get information about career opportunities.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 66. In career planning, I set personal career goals.
- 67. In career planning, superior officers have helped me to set career goals.
- 68. In career planning, I develop plans and strategies for achieving career goals.
- 69. In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.
- 70. How far ahead have you been planning your career as an officer:
  - A. Short term (up to 5 years)
  - B. Mid range (up to 13 years)
  - C. Long range (up to 20 years or more)
  - D. I have not made any career plans

### CAREER INVOLVEMENT

Below is a list of statements a person might make about his or her job. Indicate your level of agreement or disagreement with the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Nor Disagree
- D. Disagree
- E. Strongly Disagree

- 71. I get a sense of identity from my career.
- 72. My career gives me a sense of well-being.
- 73. I get a sense of pride from my career.
- 74. My career is very important to me.
- 75. If I were to describe myself to someone, I would probably begin by stating my career.
- 76. If I were to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### MENTORS

A mentor is an member of an organization or profession who establishes a relationship with a newer member, and actively assists this individual's professional development or advancement in some significant and ongoing way. (If you have had more than one mentor think of the one mentor who had the greatest impact on your development in the Army).

77. How many mentors have you had?
- A. None
  - B. One
  - C. Two
  - D. Three or more
78. Was this mentor
- A. Male
  - B. Female
  - C. Does Not Apply (Have Not Had A Mentor)
79. Was this mentor
- A. Your Rater
  - B. Your Senior Rater
  - C. A Peer
  - D. Another officer not in your chain of command
  - E. A key NCO (e.g. Platoon SGT, First SGT, etc.)
  - F. Other (Civilian Friend, Clergy, etc.)
  - G. Does Not Apply (Have Not Had Mentor)
80. What was the most important kind of assistance given by your mentor?
- A. Job Related Guidance
  - B. Career Planning Guidance
  - C. Personal and Social Guidance
  - D. Moral/Ethical Guidance
  - E. Does Not Apply (Have Not Had Mentor)

### TURN ANSWER SHEET OVER

81. How important was this help for you?
- A. Not too important
  - B. Somewhat important
  - C. Very important
  - D. Essential, indispensable
  - E. Not sure
  - F. Does Not Apply (Have Not Had Mentor)
82. To what extent do you believe that a mentor will help advance your career?
- A. Not at all
  - B. To a small extent
  - C. To a moderate extent
  - D. To a great extent

## APPENDIX B

### CAREER PLANS

83. Which of the following best describes your career intentions at the present time?

- A. I plan to stay in the Army beyond 20 years.
- B. I plan to stay in the Army until my 20 year retirement point.
- C. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- D. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- E. I will probably leave the Army upon completion of my obligation.
- F. I will definitely leave the Army upon completion of my obligation.

Below is a list of some work-related and personal and family related factors that a person might consider when thinking about their career. For each item think about the extent to which it is a factor in your decision to stay or leave the Army. Use the scale below to indicate how important each factor is in your decision to remain in or leave the Army.

- A Very Important
- B Somewhat Important
- C Somewhat Unimportant
- D Not At All Important

- 84. Pay
- 85. Army Benefits (e.g. medical, commissary, PX, etc.)
- 86. Retirement
- 87. Assignment Location (e.g. post, major command, theater)
- 88. Civilian Alternatives
- 89. Employment and career opportunities for spouse
- 90. Spouse's satisfaction with Army life style
- 91. Children's adjustment to Army life style
- 92. Schools and educational facilities for children

## APPENDIX B

### SPOUSE'S INVOLVEMENT

Indicate the degree to which you agree or disagree with each of the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

- 93. Officers will have difficulty advancing in their careers if their spouses do not get involved in unit or Army community activities.
- 94. An officer's spouse should devote a good deal of time to unit and post activities.
- 95. Through his or her activities an officer's spouse can have a significant impact on unit effectiveness.
- 96. Family problems often interfere with soldiers' performance in their unit.
- 97. The career of an officer's spouse may have to be sacrificed in order for the officer to succeed as an officer.
- 98. Geographic separations may be necessary in order for both officer and spouse to pursue careers.
- 99. It is difficult to balance the demands of being an officer with the demands of a family.

### SPOUSE'S COMMITMENT

- 100. How satisfied is your spouse or fiancé(e) to an Army life style?
  - A. Extremely Satisfied
  - B. Satisfied
  - C. Neither Satisfied Or Dissatisfied
  - D. Dissatisfied
  - E. Extremely Dissatisfied
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)
- 101. How committed is your spouse or fiancé(e) to supporting your career as an officer?
  - A. Extremely Committed
  - B. Committed
  - C. Neither Committed Or Uncommitted
  - D. Uncommitted
  - E. Extremely Uncommitted
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)

## APPENDIX B

102. How compatible is your career as an Army officer with your spouse's or fiancée's career?

- A. Extremely Compatible
- B. Compatible
- C. Neither Compatible Or Incompatible
- D. Incompatible
- E. Extremely Incompatible
- F. Don't Know
- G. Spouse does not have a career
- H. Does Not Apply (Not Married or Engaged)

### PERSONAL ADJUSTMENT

103. How would you describe your physical fitness at this time?

- A. Can obtain maximum physical fitness standards required by the Army.
- B. Can obtain very close to the maximum physical fitness standards.
- C. Can obtain better than minimum physical fitness standards.
- D. Can obtain minimum physical fitness standards required by the Army.
- E. Cannot perform the minimum physical fitness standards.

104. How would you describe your weight control at this time?

- A. Well within the weight standards set for my age and job
- B. Within the weight standards set for my age and job
- C. Barely within the weight standards set for my age and job
- D. I have had problems meeting the weight control requirements

105. Have you been treated any differently in your job because of your race?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

106. Have you been treated any differently in your job because of your sex?

- A. Yes, More Positively
- B. Yes, More Negatively
- C. No

### ARMY CAREER POLICIES AND PRACTICES

The following items pertain to Army policies and practices that may affect your professional and personal life.

107. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- A. Yes
- B. No

108. Do you believe that the Combat Exclusion policy will have any impact on your Army career development opportunities?

- A. Yes, A Positive Impact
- B. Yes, A Negative Impact
- C. No Impact



## APPENDIX B

109. Do you believe that the Combat Exclusion policy will have any impact on your commitment to an Army Career?

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

110. Do you think that pregnant female officers are viewed differently?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

### CHILDREN AND SPOUSE

111. How many children do you have (For whom you have legal custody).

- A. None
- B. One
- C. Two
- D. Three
- E. Four or more

112. Age of oldest child?

- A. Two or younger
- B. 3-5
- C. 6-11
- D. 12-14
- E. 15-18
- F. Older than 18
- G. Does Not Apply (Do Not Have Children)

113. Do you plan to have a child or additional children?

- A. Yes
- B. No

114. Which of the following best describes your Marital Status?

- A. Single, Never Married
- B. Married to a Civilian
- C. Married to Another Military Member
- D. Legally Separated
- E. Divorced
- F. Widowed

**IF NOT MARRIED, STOP! YOU HAVE COMPLETED SURVEY**

115. Please check the category below that best describes your spouse's employment status.

- A. Not employed for pay and not looking for paid work
- B. Not employed for pay but looking for paid work
- C. Employed for pay part time (less than 35 hours per week)
- D. Employed for pay full time (35 hours or more per week)

## APPENDIX B

116. Which of the following best describes the type of organization your spouse works for

- A. Federal Government
- B. State/Local Government
- C. Large Private Organization/Business
- D. Small Private Organization/Business
- E. Self-Employed
- F. Other
- G. Spouse does not work for pay

117. Educational Level of Spouse

- A. Less than 12 years
- B. High school graduate
- C. Some college
- D. College Degree
- E. Some Graduate School
- F. Graduate or Professional Degree.

**DUAL ARMY CAREER COUPLES - ANSWER QUESTIONS 118-121 IF BOTH YOU AND YOUR SPOUSE ARE IN THE MILITARY. IF NOT, YOU HAVE COMPLETED SURVEY.**

Several issues affect dual Army career couples. Using the scale below, indicate the extent to which each of the following issues would affect your commitment to remain in the Army.

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

118. If the Army guaranteed joint domicile on long tour assignments would it influence your decision to remain in the Army?

119. If the Army provided "compatible branches" for you and your spouse (e.g. one combat arms/one combat service support) would it influence your decision to remain in the Army?

120. If the Army offered extended maternity/paternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) would it influence your decision to remain in the Army?

121. If the Army provided "24 hour child care arrangements" (e.g. evening and weekend hours, arrangements for short term deployments), would it influence your decision to remain in the Army?

**THANK YOU FOR YOUR PARTICIPATION. IF YOU WOULD LIKE FEEDBACK ON SURVEY RESULTS, CONTACT THE OFFICE LISTED BELOW:**

**LONGITUDINAL STUDY OF OFFICERS  
RETENTION TEAM  
ARMY RESEARCH INSTITUTE (PERI/RP)  
ALEXANDRIA, VIRGINIA 22333-5600**

**87:5703A**

## APPENDIX B

### LONGITUDINAL STUDY OF OFFICERS' CAREERS

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**APPENDIX B**

80-1  
SURVEY APPROVAL AUTHORITY: U.S. ARMY SOLDIER SUPPORT CENTER  
SURVEY CONTROL NUMBER: ATNC-AO-87-31B  
RCS: MILPC-3

**LONGITUDINAL STUDY  
OF  
OFFICERS' CAREERS**

**FORM B**



**SUMMER 1987**

**PT 5703B**

## APPENDIX B

DATA REQUIRED BY THE PRIVACY ACT OF 1974 <small>(5 U.S.C. 552a)</small>	
<b>TITLE OF FORM</b> <b>LONGITUDINAL STUDY OF OFFICERS' CAREERS (FORM B)</b>	<b>PRESCRIBING DIRECTIVE</b> <b>AR 70-1</b>
<b>1. AUTHORITY</b> <p style="text-align: center;">10 USC Sec 4503</p>	
<b>2. PRINCIPAL PURPOSE(S)</b> <p style="text-align: center;">The data collected with the attached form are to be used for research purposes only.</p>	
<b>3. ROUTINE USES</b> <p style="text-align: center;">This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.</p>	
<b>4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION</b> <p style="text-align: center;">Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.</p>	

FORM Privacy Act Statement - 28 Sep 75  
DA Form 4368-R, 1 May 75

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8. Do not tear or fold the Answer Sheet. Upon completion, return this questionnaire and the filled out answer sheet in the enclosed envelope.
9. Thank you for your participation. Please see the last page of this questionnaire for details about feedback of results.

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  - A. 1980
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  - E. 1984
  - F. 1985
  - G. 1986
2. Source of Commission
  - A. OCS
  - B. USMA
  - C. ROTC
  - D. Direct
  - E. Other
3. Current Rank
  - A. 2LT
  - B. 1LT
  - C. CPT
  - D. MAJ
4. Major Command Headquarters
  - A. Forces Command
  - B. Training & Doctrine Command
  - C. U.S. Army Europe
  - D. Western Command
  - E. U.S. Army Korea
  - F. Other
5. Present Assignment
  - A. Combat Arms
  - B. Combat Support
  - C. Combat Service Support
  - D. Other (e.g. graduate school, industry training)

### LEADERSHIP

The following questions are designed to measure your perceptions of your effectiveness as a leader in your current job in the Army.

6. How effective are you in carrying out your duties in your present leadership role?
  - A. Very Effective
  - B. Effective
  - C. Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not now in a Leadership Role)



## APPENDIX B

7. How would you rate yourself in terms of leadership performance, relative to other officers of your rank?

- A. In the Top 10th Percentile
- B. In the 11th to 20th Percentile
- C. In the 21st to 30th Percentile
- D. In the 31st to 40th Percentile
- E. In the 41st to 50th Percentile
- F. In the Bottom 50th Percentile
- G. Does Not Apply

8. Overall, how much confidence do you have in your leadership abilities?

- A. A great deal
- B. Some
- C. A Little
- D. None

9. How effective is your unit in performing the tasks assigned to it?

- A Very Effective
- B Somewhat Effective
- C Somewhat Ineffective
- D Very Ineffective
- E Does Not Apply (Am not in a Unit)

10. How would you rate your unit in terms of mission accomplishments, relative to other units performing similar missions?

- A. In the Top 10th Percentile
- B. In the 11th to 20th Percentile
- C. In the 21st to 30th Percentile
- D. In the 31st to 40th Percentile
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- F. In the Bottom 50th Percentile
- G. Does Not Apply (Am not in a Unit)

### CHARACTERISTICS OF PRESENT ASSIGNMENT

We would like to know how your present duty assignment compares to duty assignments of other officers of your rank with similar assignments. Questions referring to your immediate superior refer to your current supervisor/rater. Use the scale below.

- A Well above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
- D Below Other Officers
- E Well Below Other Officers

11. The amount of responsibility in your work.

12. The amount of challenge in your duties.

13. The opportunity to express ideas to your immediate supervisor.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Well Above Other Officers
- B. Above Other Officers
- C. About the Same as Other Officers
- D. Below Other Officers
- E. Well Below Other Officers

- 14. The willingness of your immediate superior to accept your ideas.
- 15. The feeling of contributing to decision-making.
- 16. The administrative effectiveness of your immediate superior.
- 17. The leadership effectiveness of your immediate superior.
- 18. The amount of discussion of your work with your immediate superior.
- 19. The amount of comradery between you and your immediate superior.
- 20. Your respect for your immediate superior as a person.
- 21. The congeniality of life in your unit.
- 22. The amount of authoritarian control exercised over you by your immediate superior.
- 23. The amount of personal interest in you shown by your immediate superior.
- 24. The amount of constructive criticism provided by your immediate superior.
- 25. The feeling of being treated as an equal by your immediate superior.
- 26. The amount of military tasks in your work.
- 27. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
- 28. The amount of initiative actually exercised by you.
- 29. The amount of interference by others in areas that are your responsibility.
- 30. The opportunity to get to know the people in your unit.
- 31. The recognition of your accomplishments by your immediate superior.
- 32. The amount of direction provided by your immediate superior.
- 33. Your workload as an officer.
- 34. The feeling of satisfaction in your work.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Well Above Other Officers
- B. Above Other Officers
- C. About the Same as Other Officers
- D. Below Other Officers
- E. Well Below Other Officers

- 35. The feeling of confidence in your ability to do your work.
- 36. Feeling of being accepted by other officers in your unit.
- 37. Feeling of being respected by troops as an officer.
- 38. Adequacy of training you received for your assignment.
- 39. The amount of assistance given to you by fellow officers in the unit.
- 40. The amount of task structure provided by your immediate superior.

### CAREER SATISFACTION: PERSONAL AND SOCIAL ASPECTS

Below are several different aspects of an officer's life. Using the scale below, indicate your level of satisfaction with each aspect at the present time.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 41. Relationships with superior officers.
- 42. Relationships with peers.
- 43. Relationships with NCO's.
- 44. Relationships with troops.
- 45. Opportunities to socialize and develop personal relationships.
- 46. Living conditions/quarters.
- 47. Leave time.
- 48. Recreational opportunities.
- 49. Free time for social/recreational pursuits.
- 50. Work relationships with the opposite sex.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 51. Opportunities to engage in athletic pursuits or physical activities.
- 52. Policies relating to fraternization.
- 53. Support received from family/friends for a career in the military.
- 54. Support received from your branch assignment officer at MILPERCEN.
- 55. Time available to pursue personal life goals.
- 56. Satisfaction with life as an officer.
- 57. The amount of responsibility in your work.
- 58. The leadership effectiveness of your superior.
- 59. Your workload as an officer.
- 60. The number of military tasks in your work.
- 61. Personal/family life at the present time.

### CAREER PLANNING

Below is a list of activities that people sometimes engage in when planning or managing their career. Using the scale below, indicate the extent to which you engage in these activities.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 62. In career planning, I try to assess my strengths, weaknesses, and interest.
- 63. In career planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
- 64. In career planning, I try to get information about career opportunities.
- 65. In career planning, superior officers have helped me to get information about career opportunities.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 66. In career planning, I set personal career goals.
- 67. In career planning, superior officers have helped me to set career goals.
- 68. In career planning, I develop plans and strategies for achieving career goals.
- 69. In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.
- 70. How far ahead have you been planning your career as an officer:
  - A. Short term (up to 5 years)
  - B. Mid range (up to 13 years)
  - C. Long range (up to 20 years or more)
  - D. I have not made any career plans

### CAREER INVOLVEMENT

Below is a list of statements a person might make about his or her job. Indicate your level of agreement or disagreement with the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Nor Disagree
- D. Disagree
- E. Strongly Disagree

- 71. I get a sense of identity from my career.
- 72. My career gives me a sense of well-being.
- 73. I get a sense of pride from my career.
- 74. My career is very important to me.
- 75. If I were to describe myself to someone, I would probably begin by stating my career.
- 76. If I were to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### MENTORS

A mentor is an member of an organization or profession who establishes a relationship with a newer member, and actively assists this individual's professional development or advancement in some significant and ongoing way. (If you have had more than one mentor think of the one mentor who had the greatest impact on your development in the Army).

77. How many mentors have you had?
- A. None
  - B. One
  - C. Two
  - D. Three or more
78. Was this mentor
- A. Male
  - B. Female
  - C. Does Not Apply (Have Not Had A Mentor)
79. Was this mentor
- A. Your Rater
  - B. Your Senior Rater
  - C. A Peer
  - D. Another officer not in your chain of command
  - E. A key NCO (e.g. Platoon SGT, First SGT, etc.)
  - F. Other (Civilian Friend, Clergy, etc.)
  - G. Does Not Apply (Have Not Had Mentor)
80. What was the most important kind of assistance given by your mentor?
- A. Job Related Guidance
  - B. Career Planning Guidance
  - C. Personal and Social Guidance
  - D. Moral/Ethical Guidance
  - E. Does Not Apply (Have Not Had Mentor)

### TURN ANSWER SHEET OVER

81. How important was this help for you?
- A. Not too important
  - B. Somewhat important
  - C. Very important
  - D. Essential, indispensable
  - E. Not sure
  - F. Does Not Apply (Have Not Had Mentor)
82. To what extent do you believe that a mentor will help advance your career?
- A. Not at all
  - B. To a small extent
  - C. To a moderate extent
  - D. To a great extent

## APPENDIX B

### CAREER PLANS

83. Which of the following best describes your career intentions at the present time?

- A. I plan to stay in the Army beyond 20 years.
- B. I plan to stay in the Army until my 20 year retirement point.
- C. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- D. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- E. I will probably leave the Army upon completion of my obligation.
- F. I will definitely leave the Army upon completion of my obligation.

Below is a list of some work-related and personal and family related factors that a person might consider when thinking about their career. For each item think about the extent to which it is a factor in your decision to stay or leave the Army. Use the scale below to indicate how important each factor is in your decision to remain in or leave the Army.

- A Very Important
- B Somewhat Important
- C Somewhat Unimportant
- D Not At All Important

84. Pay

85. Army Benefits (e.g. medical, commissary, PX, etc.)

86. Retirement

87. Assignment Location (e.g. post, major command, theater)

88. Civilian Alternatives

89. Employment and career opportunities for spouse

90. Spouse's satisfaction with Army life style

91. Children's adjustment to Army life style

92. Schools and educational facilities for children

## APPENDIX B

### SPOUSE'S INVOLVEMENT

Indicate the degree to which you agree or disagree with each of the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

- 93. Officers will have difficulty advancing in their careers if their spouses do not get involved in unit or Army community activities.
- 94. An officer's spouse should devote a good deal of time to unit and post activities.
- 95. Through his or her activities an officer's spouse can have a significant impact on unit effectiveness.
- 96. Family problems often interfere with soldiers' performance in their unit.
- 97. The career of an officer's spouse may have to be sacrificed in order for the officer to succeed as an officer.
- 98. Geographic separations may be necessary in order for both officer and spouse to pursue careers.
- 99. It is difficult to balance the demands of being an officer with the demands of a family.

### SPOUSE'S COMMITMENT

- 100. How satisfied is your spouse or fiancé(e) to an Army life style?
  - A. Extremely Satisfied
  - B. Satisfied
  - C. Neither Satisfied Or Dissatisfied
  - D. Dissatisfied
  - E. Extremely Dissatisfied
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)
- 101. How committed is your spouse or fiancé(e) to supporting your career as an officer?
  - A. Extremely Committed
  - B. Committed
  - C. Neither Committed Or Uncommitted
  - D. Uncommitted
  - E. Extremely Uncommitted
  - F. Don't Know
  - G. Does Not Apply (Not Married or Engaged)



## APPENDIX B

102. How compatible is your career as an Army officer with your spouse's or fiancé(e)'s career?

- A. Extremely Compatible
- B. Compatible
- C. Neither Compatible Or Incompatible
- D. Incompatible
- E. Extremely Incompatible
- F. Don't Know
- G. Spouse does not have a career
- H. Does Not Apply (Not Married or Engaged)

### PERSONAL ADJUSTMENT

103. How would you describe your physical fitness at this time?

- A. Can obtain maximum physical fitness standards required by the Army.
- B. Can obtain very close to the maximum physical fitness standards.
- C. Can obtain better than minimum physical fitness standards.
- D. Can obtain minimum physical fitness standards required by the Army.
- E. Cannot perform the minimum physical fitness standards.

104. How would you describe your weight control at this time?

- A. Well within the weight standards set for my age and job
- B. Within the weight standards set for my age and job
- C. Barely within the weight standards set for my age and job
- D. I have had problems meeting the weight control requirements

105. Have you been treated any differently in your job because of your race?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

106. Have you been treated any differently in your job because of your sex?

- A. Yes, More Positively
- B. Yes, More Negatively
- C. No

### ARMY CAREER POLICIES AND PRACTICES

The following items pertain to Army policies and practices that may affect your professional and personal life.

107. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- A. Yes
- B. No

108. Do you believe that the Combat Exclusion policy will have any impact on your Army career development opportunities?

- A. Yes, A Positive Impact
- B. Yes, A Negative Impact
- C. No Impact

## APPENDIX B

109. Do you believe that this policy will have any impact on your commitment to an Army career?
- A. Definitely
  - B. Probably
  - C. Probably Not
  - D. Definitely Not
110. Do you think that pregnant female officers are viewed differently?
- A. Yes, more positively
  - B. Yes, more negatively
  - C. No

### CHILDREN AND SPOUSE

111. How many children do you have (for whom you have legal custody).
- A. None
  - B. One
  - C. Two
  - D. Three
  - E. Four or more
112. Age of oldest child?
- A. Two or younger
  - B. 3-5
  - C. 6-11
  - D. 12-14
  - E. 15-18
  - F. Older than 18
  - G. Does Not Apply (Do Not Have Children)
113. Do you plan to have a child or additional children?
- A. Yes
  - B. No
114. Which of the following best describes your Marital Status?
- A. Single, Never Married
  - B. Married to a Civilian
  - C. Married to Another Military Member
  - D. Legally Separated
  - E. Divorced
  - F. Widowed

### IF NOT MARRIED, GO TO QUESTION 122

115. Please check the category below that best describes your spouse's employment status.
- A. Not employed for pay and not looking for paid work
  - B. Not employed for pay but looking for paid work
  - C. Employed for pay part time (less than 35 hours per week)
  - D. Employed for pay full time (35 hours or more per week)

## APPENDIX B

116. Which of the following best describes the type of organization your spouse works for

- A. Federal Government
- B. State/Local Government
- C. Large Private Organization/Business
- D. Small Private Organization/Business
- E. Self-Employed
- F. Other
- G. Spouse does not work for pay

117. Educational Level of Spouse

- A. Less than 12 years
- B. High school graduate
- C. Some college
- D. College Degree
- E. Some Graduate School
- F. Graduate or Professional Degree.

**DUAL ARMY CAREER COUPLES - ANSWER QUESTIONS 118-121 IF BOTH YOU AND YOUR SPOUSE ARE IN THE MILITARY. IF NOT, GO TO QUESTION 122.**

Several issues affect dual Army career couples. Using the scale below, indicate the extent to which each of the following issues would affect your commitment to remain in the Army.

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

118. If the Army guaranteed joint domicile on long tour assignments would it influence your decision to remain in the Army?

119. If the Army provided "compatible branches" (e.g. one combat arms/one combat service support) would it influence your decision to remain in the Army?

120. If the Army offered extended maternity/paternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) would it influence your decision to remain in the Army?

121. If the Army provided "24 hour child care arrangements" (e.g. evening and weekend hours, arrangements for short term deployments), would it influence your decision to remain in the Army?

## APPENDIX B

### COMMAND EXPERIENCE

122. I am or have already commanded at the company grade level (e.g. company, battery, troop, shop officer, aviation platoon, etc)

- A. 1-6 months
- B. 7-12 months
- C. More than 12 months
- D. Have not had command
- E. Does Not Apply

123. Based upon formal feedback (e.g. counseling, OERS, etc.) how would you characterize the success of your command experience?

- A. Very successful
- B. Successful
- C. Unsuccessful
- D. Very Unsuccessful
- F. Does Not Apply

124. How important is successful command as a captain to your commitment to stay in the Army?

- A. Very important
- B. Important
- C. Not Important
- D. Does Not Apply

125. How difficult is it for an officer in your branch at your MACOM location to get a command?

- A. Very difficult
- B. Difficult
- C. Not difficult
- D. Not available in my career field
- E. Does Not Apply

126. Do you think that the opportunity to command as a Captain will be the most important job you will have done since you have been in the Army?

- A. Yes
- B. No
- C. Don't Know
- D. Does Not Apply

THANK YOU FOR YOUR PARTICIPATION. IF YOU WOULD LIKE FEEDBACK ON SURVEY RESULTS, CONTACT THE OFFICE LISTED BELOW:

LONGITUDINAL STUDY OF OFFICERS  
RETENTION TEAM  
ARMY RESEARCH INSTITUTE (PERI/RP)  
5001 EISENHOWER AVE.  
ALEXANDRIA, VIRGINIA 22333-5600

87:57038

APPENDIX B

82 11  
SURVEY APPROVAL AUTHORITY: U.S. ARMY SOLDIER SUPPORT CENTER  
SURVEY CONTROL NUMBER: ATNC-AO-87-31C  
RCS: MILPO-3

LONGITUDINAL STUDY  
OF  
OFFICERS' CAREERS  
FORM C



SUMMER 1987

PT 1700

# APPENDIX B

DATA REQUIRED BY THE PRIVACY ACT OF 1974 16 U.S.C. 632e1	
<b>TITLE OF FORM</b> <b>LONGITUDINAL STUDY OF OFFICERS' CAREERS (FORM C)</b>	<b>PRESCRIBING DIRECTIVE</b> <b>AR 70-1</b>
<b>1. AUTHORITY</b> <p>10 USC Sec 4503</p>	
<b>2. PRINCIPAL PURPOSE(S)</b> <p>The data collected with the attached form are to be used for research purposes only.</p>	
<b>3. ROUTINE USES</b> <p>This is an experimental personnel data collection form developed by the U.S. Army Research Institute for the Behavioral and Social Sciences pursuant to its research mission as prescribed in AR 70-1. When identifiers (name or Social Security Number) are requested they are to be used for administrative and statistical control purposes only. Full confidentiality of the responses will be maintained in the processing of these data.</p>	
<b>4. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION</b> <p>Your participation in this research is strictly voluntary. Individuals are encouraged to provide complete and accurate information in the interests of the research, but there will be no effect on individuals for not providing all or any part of the information. This notice may be detached from the rest of the form and retained by the individual if so desired.</p>	
<div style="display: flex; justify-content: space-between;"> <span>FORM</span> <span>Privacy Act Statement - 26 Sep 75</span> </div>	

DA Form 4368-R, 1 May 75

## APPENDIX B

### LONGITUDINAL STUDY OF OFFICERS' CAREERS

The U. S. Army Research Institute (ARI) is collecting data on the attitudes, opinions and experiences of Army officers on issues pertaining to their careers and their families. Information will be useful for policy planning and used to improve the preparation, performance and retention of officers. One or more follow-up surveys may be administered in the future to find out what changes, if any, have occurred.

#### NOTE

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information that is collected.

The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 139.

Providing information in this questionnaire is voluntary. Failure to respond to any particular questions will not result in any penalty.

The information collected in this survey will be used for research and analysis purposes only.

## APPENDIX B

### DIRECTIONS

1. With this booklet you should have received an answer sheet titled **ARI GENERAL PURPOSE ANSWER SHEET**. It contains items 1-80 on the front and items 81-160 on the reverse side.
2. Enter your **Social Security** number in the space provided at the top of the answer sheet and blacken in the matching numbers. Then fill in the space provided, **Date, Ethnic Group, College Education, Grade, Sex and Form**.
3. Fill in the survey form, 'A', 'B', or 'C' in the space provided. The survey form can be found on the front cover sheet below the survey title.
4. Read each question and all responses carefully before selecting your answer.
5. Mark your answers on the Answer sheet. Use a **No. 2 Pencil Only!**
6. Be sure that your answer marks are heavy and that you darken the whole circle. Do not go outside the lines of the circle. If you decide to change an answer, erase the mark completely before entering a new one.
7. Check your answers once in a while to be sure that the number on the Answer sheet is the same as the number of the question you are answering. When you are asked to skip to another question, find the corresponding number on the answer sheet.
8. Do not tear or fold the Answer Sheet. Upon completion, return this questionnaire and the filled out answer sheet in the enclosed envelope.
9. Thank you for your participation. Please see the last page of this questionnaire for details about feedback of results.



## APPENDIX B

### BACKGROUND INFORMATION

1. Year of Commissioning
  - A. 1980
  - B. 1981
  - C. 1982
  - D. 1983
  - E. 1984
  - F. 1985
  - G. 1986
2. Source of Commission
  - A. OCS
  - B. USMA
  - C. ROTC
  - D. Direct
  - E. Other
3. Current Rank
  - A. 2LT
  - B. 1LT
  - C. CPT
  - D. MAJ
4. Major Command Headquarters
  - A. Forces Command
  - B. Training & Doctrine Command
  - C. U.S. Army Europe
  - D. Western Command
  - E. U.S. Army Korea
  - F. Other
5. Present Assignment
  - A. Combat Arms
  - B. Combat Support
  - C. Combat Service Support
  - D. Other (e.g. graduate school, industry training)

### LEADERSHIP

The following questions are designed to measure your perceptions of your effectiveness as a leader in your current job in the Army.

6. How effective are you in carrying out your duties in your present leadership role?
  - A. Very Effective
  - B. Effective
  - C. Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not now in a Leadership Role)

## APPENDIX B

7. How would you rate yourself in terms of leadership performance, relative to other officers of your rank?
- A. In the Top 10th Percentile
  - B. In the 11th to 20th Percentile
  - C. In the 21st to 30th Percentile
  - D. In the 31st to 40th Percentile
  - E. In the 41st to 50th Percentile
  - F. In the Bottom 50th Percentile
  - G. Does Not Apply
8. Overall, how much confidence do you have in your leadership abilities?
- A. A great deal
  - B. Some
  - C. A Little
  - D. None
9. How effective is your unit in performing the tasks assigned to it?
- A. Very Effective
  - B. Somewhat Effective
  - C. Somewhat Ineffective
  - D. Very Ineffective
  - E. Does Not Apply (Am not in a Unit)
10. How would you rate your unit in terms of mission accomplishments, relative to other units performing similar missions?
- A. In the Top 10th Percentile
  - B. In the 11th to 20th Percentile
  - C. In the 21st to 30th Percentile
  - D. In the 31st to 40th Percentile
  - E. In the 41st to 50th Percentile
  - F. In the Bottom 50th Percentile
  - G. Does Not Apply (Am not in a Unit)

### CHARACTERISTICS OF PRESENT ASSIGNMENT

We would like to know how your present duty assignment compares to duty assignments of other officers of your rank with similar assignments. Questions referring to your immediate superior refer to your current supervisor/rater. Use the scale below.

- A. Well above Other Officers
- B. Above Other Officers
- C. About the Same as Other Officers
- D. Below Other Officers
- E. Well Below Other Officers

11. The amount of responsibility in your work.
12. The amount of challenge in your duties.
13. The opportunity to express ideas to your immediate supervisor.

## APPENDIX B

Continue to use the scale below for the following questions.

- A Well Above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
- D Below Other Officers
- E Well Below Other Officers

14. The willingness of your immediate superior to accept your ideas.
15. The feeling of contributing to decision-making.
16. The administrative effectiveness of your immediate superior.
17. The leadership effectiveness of your immediate superior.
18. The amount of discussion of your work with your immediate superior.
19. The amount of comradery between you and your immediate superior.
20. Your respect for your immediate superior as a person.
21. The congeniality of life in your unit.
22. The amount of authoritarian control exercised over you by your immediate superior.
23. The amount of personal interest in you shown by your immediate superior.
24. The amount of constructive criticism provided by your immediate superior.
25. The feeling of being treated as an equal by your immediate superior.
26. The amount of military tasks in your work.
27. The amount of discussion between you and your immediate superior on issues of importance aside from your work.
28. The amount of initiative actually exercised by you.
29. The amount of interference by others in areas that are your responsibility.
30. The opportunity to get to know the people in your unit.
31. The recognition of your accomplishments by your immediate superior.
32. The amount of direction provided by your immediate superior.
33. Your workload as an officer.
34. The feeling of satisfaction in your work.

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Continue to use the scale below for the following questions.

- A Well Above Other Officers
- B Above Other Officers
- C About the Same as Other Officers
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- 35. The feeling of confidence in your ability to do your work.
- 36. Feeling of being accepted by other officers in your unit.
- 37. Feeling of being respected by troops as an officer.
- 38. Adequacy of training you received for your assignment.
- 39. The amount of assistance given to you by fellow officers in the unit.
- 40. The amount of task structure provided by your immediate superior.

### CAREER SATISFACTION: PERSONAL AND SOCIAL ASPECTS

Below are several different aspects of an officer's life. Using the scale below, indicate your level of satisfaction with each aspect at the present time.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 41. Relationships with superior officers.
- 42. Relationships with peers.
- 43. Relationships with NCO's.
- 44. Relationships with troops.
- 45. Opportunities to socialize and develop personal relationships.
- 46. Living conditions/quarters.
- 47. Leave time.
- 48. Recreational opportunities.
- 49. Free time for social/recreational pursuits.
- 50. Work relationships with the opposite sex.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied

- 51. Opportunities to engage in athletic pursuits or physical activities.
- 52. Policies relating to fraternization.
- 53. Support received from family/friends for a career in the military.
- 54. Support received from your branch assignment officer at MILPERCEN.
- 55. Time available to pursue personal life goals.
- 56. Satisfaction with life as an officer.
- 57. The amount of responsibility in your work.
- 58. The leadership effectiveness of your superior.
- 59. Your workload as an officer.
- 60. The number of military tasks in your work.
- 61. Personal/family life at the present time.

### CAREER PLANNING

Below is a list of activities that people sometimes engage in when planning or managing their career. Using the scale below, indicate the extent to which you engage in these activities.

- A. A Great Deal
- B. Some
- C. Very Little
- D. None

- 62. In career planning, I try to assess my strengths, weaknesses, and interest.
- 63. In career planning, superior officers have helped me to assess my strengths, weaknesses, and interests.
- 64. In career planning, I try to get information about career opportunities.
- 65. In career planning, superior officers have helped me to get information about career opportunities.

## APPENDIX B

Continue to use the scale below for the following questions.

- A. A Great Deal
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- C. Very Little
- D. None

- 66. In career planning, I set personal career goals.
- 67. In career planning, superior officers have helped me to set career goals.
- 68. In career planning, I develop plans and strategies for achieving career goals.
- 69. In career planning, superior officers have helped me to develop plans and strategies for achieving career goals.
- 70. How far ahead have you been planning your career as an officer:
  - A. Short term (up to 5 years)
  - B. Mid range (up to 13 years)
  - C. Long range (up to 20 years or more)
  - D. I have not made any career plans

### CAREER INVOLVEMENT

Below is a list of statements a person might make about his or her job. Indicate your level of agreement or disagreement with the following statements using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Nor Disagree
- D. Disagree
- E. Strongly Disagree

- 71. I get a sense of identity from my career.
- 72. My career gives me a sense of well-being.
- 73. I get a sense of pride from my career.
- 74. My career is very important to me.
- 75. If I were to describe myself to someone, I would probably begin by stating my career.
- 76. If I were to rank all of the things that I do, those things related to my career would be at or near the top.

## APPENDIX B

### MENTORS

A mentor is an member of an organization or profession who establishes a relationship with a newer member, and actively assists this individual's professional development or advancement in some significant and ongoing way. (If you have had more than one mentor think of the one mentor who had the greatest impact on your development in the Army).

77. How many mentors have you had?
- A. None
  - B. One
  - C. Two
  - D. Three or more
78. Was this mentor
- A. Male
  - B. Female
  - C. Does Not Apply (Have Not Had A Mentor)
79. Was this mentor
- A. Your Rater
  - B. Your Senior Rater
  - C. A Peer
  - D. Another officer not in your chain of command
  - E. A key NCO (e.g. Platoon SGT, First SGT, etc.)
  - F. Other (Civilian Friend, Clergy, etc.)
  - G. Does Not Apply (Have Not Had Mentor)
80. What was the most important kind of assistance given by your mentor?
- A. Job Related Guidance
  - B. Career Planning Guidance
  - C. Personal and Social Guidance
  - D. Moral/Ethical Guidance
  - E. Does Not Apply (Have Not Had Mentor)

### TURN ANSWER SHEET OVER

81. How important was this help for you?
- A. Not too important
  - B. Somewhat important
  - C. Very important
  - D. Essential, indispensable
  - E. Not sure
  - F. Does Not Apply (Have Not Had Mentor)
82. To what extent do you believe that a mentor will help advance your career?
- A. Not at all
  - B. To a small extent
  - C. To a moderate extent
  - D. To a great extent

## APPENDIX B

### CAREER PLANS

83. Which of the following best describes your career intentions at the present time?

- A. I plan to stay in the Army beyond 20 years.
- B. I plan to stay in the Army until my 20 year retirement point.
- C. I plan to stay in the Army beyond my obligation but am undecided about staying until retirement.
- D. I am undecided whether or not I will stay in the Army upon completion of my obligation.
- E. I will probably leave the Army upon completion of my obligation.
- F. I will definitely leave the Army upon completion of my obligation.

Below is a list of some work-related and personal and family related factors that a person might consider when thinking about their career. For each item think about the extent to which it is a factor in your decision to stay or leave the Army. Use the scale below to indicate how important each factor is in your decision to remain in or leave the Army.

- A Very Important
- B Somewhat Important
- C Somewhat Unimportant
- D Not At All Important

84. Pay

85. Army Benefits (e.g. medical, commissary, PX, etc.)

86. Retirement

87. Assignment Location (e.g. post, major command, theater)

88. Civilian Alternatives

89. Employment and career opportunities for spouse

90. Spouse's satisfaction with Army life style

91. Children's adjustment to Army life style

92. Schools and educational facilities for children



## APPENDIX B

### SPOUSE'S INVOLVEMENT

Indicate the degree to which you agree or disagree with each of the following statements using the scale below:

- A. Strongly Agree
- E. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

93. Officers will have difficulty advancing in their careers if their spouses do not get involved in unit or Army community activities.

94. An officer's spouse should devote a good deal of time to unit and post activities.

95. Through his or her activities an officer's spouse can have a significant impact on unit effectiveness.

96. Family problems often interfere with soldiers' performance in their unit.

97. The career of an officer's spouse may have to be sacrificed in order for the officer to succeed as an officer.

98. Geographic separations may be necessary in order for both officer and spouse to pursue careers.

99. It is difficult to balance the demands of being an officer with the demands of a family.

### SPOUSE'S COMMITMENT

100. How satisfied is your spouse or fiancé(e) to an Army life style?

- A. Extremely Satisfied
- B. Satisfied
- C. Neither Satisfied Or Dissatisfied
- D. Dissatisfied
- E. Extremely Dissatisfied
- F. Don't Know
- G. Does Not Apply (Not Married or Engaged)

101. How committed is your spouse or fiancé(e) to supporting your career as an officer?

- A. Extremely Committed
- B. Committed
- C. Neither Committed Or Uncommitted
- D. Uncommitted
- E. Extremely Uncommitted
- F. Don't Know
- G. Does Not Apply (Not Married or Engaged)

## APPENDIX B

102. How compatible is your career as an Army officer with your spouse's or fiancé's career?

- A. Extremely Compatible
- B. Compatible
- C. Neither Compatible Or Incompatible
- D. Incompatible
- E. Extremely Incompatible
- F. Don't Know
- G. Spouse does not have a career
- H. Does Not Apply (Not Married or Engaged)

### PERSONAL ADJUSTMENT

103. How would you describe your physical fitness at this time?

- A. Can obtain maximum physical fitness standards required by the Army.
- B. Can obtain very close to the maximum physical fitness standards.
- C. Can obtain better than minimum physical fitness standards.
- D. Can obtain minimum physical fitness standards required by the Army.
- E. Cannot perform the minimum physical fitness standards.

104. How would you describe your weight control at this time?

- A. Well within the weight standards set for my age and job
- B. Within the weight standards set for my age and job
- C. Barely within the weight standards set for my age and job
- D. I have had problems meeting the weight control requirements

105. Have you been treated any differently in your job because of your race?

- A. Yes, more positively
- B. Yes, more negatively
- C. No

106. Have you been treated any differently in your job because of your sex?

- A. Yes, More Positively
- B. Yes, More Negatively
- C. No

### ARMY CAREER POLICIES AND PRACTICES

The following items pertain to Army policies and practices that may affect your professional and personal life.

107. Are you aware of the Army's Combat Exclusion Policy for female soldiers (units and specialties closed to women)?

- A. Yes
- B. No

108. Do you believe that the Combat Exclusion policy will have any impact on your Army career development opportunities?

- A. Yes, A Positive Impact
- B. Yes, A Negative Impact
- C. No Impact

## APPENDIX B

109. Do you believe that this policy will have any impact on your commitment to an Army career?
- A. Definitely
  - B. Probably
  - C. Probably Not
  - D. Definitely Not
110. Do you think that pregnant female officers are viewed differently?
- A. Yes, more positively
  - B. Yes, more negatively
  - C. No

### CHILDREN AND SPOUSE

111. How many children do you have (For whom you have legal custody).
- A. None
  - B. One
  - C. Two
  - D. Three
  - E. Four or more
112. Age of oldest child?
- A. Two or younger
  - B. 3-5
  - C. 6-11
  - D. 12-14
  - E. 15-18
  - F. Older than 18
  - G. Does Not Apply (Do Not Have Children)
113. Do you plan to have a child or additional children?
- A. Yes
  - B. No
114. Which of the following best describes your Marital Status?
- A. Single, Never Married
  - B. Married to a Civilian
  - C. Married to Another Military Member
  - D. Legally Separated
  - E. Divorced
  - F. Widowed

### IF NOT MARRIED, GO TO QUESTION 127

115. Please check the category below that best describes your spouse's employment status.
- A. Not employed for pay and not looking for paid work
  - B. Not employed for pay but looking for paid work
  - C. Employed for pay part time (less than 35 hours per week)
  - D. Employed for pay full time (35 hours or more per week)

## APPENDIX B

116. Which of the following best describes the type of organization your spouse works for

- A. Federal Government
- B. State/Local Government
- C. Large Private Organization/Business
- D. Small Private Organization/Business
- E. Self-Employed
- F. Other
- G. Spouse does not work for pay

117. Educational Level of Spouse

- A. Less than 12 years
- B. High school graduate
- C. Some college
- D. College Degree
- E. Some Graduate School
- F. Graduate or Professional Degree.

**DUAL ARMY CAREER COUPLES - ANSWER QUESTIONS 118-121 IF BOTH YOU AND YOUR SPOUSE ARE IN THE MILITARY.**

Several issues affect dual Army career couples. Using the scale below, indicate the extent to which each of the following issues would affect your commitment to remain in the Army.

- A. Definitely
- B. Probably
- C. Probably Not
- D. Definitely Not

118. If the Army guaranteed joint domicile on long tour assignments would it influence your decision to remain in the Army?

119. If the Army provided "compatible branches" for you and your spouse (e.g. one combat arms/one combat service support) would it influence your decision to remain in the Army?

120. If the Army offered extended maternity/paternity leave (e.g. 1-2 year sabbatical with no loss of time in grade/time in service) would it influence your decision to remain in the Army?

121. If the Army provided "24 hour child care arrangements" (e.g. evening and weekend hours, arrangements for short term deployments), would it influence your decision to remain in the Army?

**SKIP NUMBERS 122-126**

## APPENDIX B

**INSTRUCTIONS TO RESPONDENTS - PLEASE SKIP TO NUMBER 127 ON YOUR ANSWER SHEET AND CONTINUE WITH QUESTIONS 127 - 139.**

### **PRE-COMMISSION EXPERIENCES**

Below is a list of statements a person might make describing his/her preparation for a career as an officer. Based on your experiences, please indicate the extent to which you agree or disagree with each statement using the scale below:

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

127. My academic program of studies prepared me to master the requirements of my Branch Course.

128. Based upon my academic training, I feel well prepared to conduct oral presentations and briefings.

129. Based upon my academic training, I feel well prepared to write memos and short communiques.

130. Based upon my physical training experiences, I feel well prepared to lead my unit in physical training activities.

131. Based upon my physical training experiences, I feel prepared to meet the Army's standards of physical fitness for officers.

### **LEADERSHIP DEVELOPMENT**

The questions below are designed to obtain information about your leadership development. Please answer each using the following scale:

- A. Very Valuable
- B. Valuable
- C. Of Some Value
- D. Of Little Value
- E. Not Valuable At All
- F. Does Not Apply

132. How valuable was your Cadet Troop Leader Training experience in preparing you for your role as an officer?

133. How valuable was your Summer Camp Leadership experience in preparing you for your role as an officer?

134. How valuable were your branch and specialty orientations in helping to prepare you for your role as an officer?

## APPENDIX B

### MILITARY TRANSITION

Below is a list of statements describing experiences and feelings that people sometimes have when making the transition from being a cadet or candidate to becoming an officer. Using the scale below, indicate the extent to which you agree or disagree that the statement describes your own experience or feeling.

- A. Strongly Agree
- B. Agree
- C. Neither Agree Or Disagree
- D. Disagree
- E. Strongly Disagree

135. When I left school I felt confident of my ability to assume my first assignment.

136. During my first assignment, I wondered if I was ready to assume a leadership role with troops.

137. During my first assignment, I questioned my experience and whether I was capable of the tasks ahead.

138. I felt prepared for my first assignment.

139. The freedom I suddenly had during my first assignment was a new experience; it took time to adjust.

THANK YOU FOR YOUR PARTICIPATION. IF YOU WOULD LIKE FEEDBACK ON SURVEY RESULTS, PLEASE CONTACT THE OFFICE LISTED BELOW:

LONGITUDINAL STUDY OF OFFICERS  
RETENTION TEAM  
ARMY RESEARCH INSTITUTE (PERI/RP)  
5001 EISENHOWER AVE.  
ALEXANDRIA, VIRGINIA 22333-5600

87:5703C

# APPENDIX C

1987 Proteus Questions cross-referenced to questions in the  
1986 Proteus Master Survey

Original Question 1987	Variable Name in 1987	Matching Variable in 1986
SSN87	SSN87	--
DATE87	DATE87	--
CODE87	CODE87	--
RACE87	RACE87	RACE86
CEDUC87	CEDUC87	--
HEDUC87	HEDUC87	--
GRADE87	GRADE87	--
SEX87	SEX87	SEX86
FORM87	FORM87	--
QUES1	CLASS87	CLASS86
QUES2	SOCOM87	SOCOM86
QUES3	RANK87	RANK86
QUES4	MACOM87	MACOM86
QUES5	BRTYPE87	BRTYPE86
QUES6	N87LDR1	--
QUES7	P87Q75	P86Q75
QUES8	P87Q139	P86Q139
QUES9 QUES10	N87LDR2 P87Q77	-- P86Q77
QUES11	P87Q140	P86Q140

Original Question 1987	Variable Name in 1987	Matching Variable in 1986
QUES12- QUES34	P87Q108- P87Q130	P86Q108- P86Q130
QUES35	P87Q132	P86Q132
QUES36	P87Q133	P86Q133
QUES37- QUES40	P87Q135- P87Q138	P86Q135 P86Q138
QUES41- QUES44	P87Q8- P87Q11	P86Q8- P86Q11
QUES45	P87Q51	P86Q51
QUES46- QUES49	P87Q53- P87Q56	P86Q53- P86Q56
QUES50- QUES52	P87Q13- P87Q15	P86Q13- P86Q15
QUES53	P87Q21	P86Q21
QUES54	P87Q22	P86Q22
QUES55	P87Q18	P86Q18
QUES56	P87Q23	P86Q23
QUES57- QUES60	N87SAT1- N87SAT4	--
QUES61	P87Q25	P86Q25
QUES62- QUES70	P87Q37- P87Q45	P86Q37- P86Q45
QUES71	N87CAR1	--
QUES72	P87Q27	P86Q27
QUES73	P87Q28	P86Q28
QUES74	N87CAR2	--
QUES75	P87Q30	P86Q30



Original Question 1987	Variable Name in 1987	Matching Variable in 1986
QUES76	P87Q31	P86Q31
QUES77	N87MENT1	N87MENT1
QUES78- QUES81	P87Q61- P87Q64	P86Q61- P86Q64
QUES82	N87MENT2	--
QUES83	N87INTEN	--
QUES84- QUES92	N87CDF1- N87CDF9	--
QUES93- QUES100	N87FAM1- N87FAM8	--
QUES101	P87Q48	P86Q48
QUES102	P87Q49	P86Q49
QUES103	P87Q66	P86Q66
QUES104	087Q67	P86Q67
QUES105	N87RDIS	--
QUES106	N87SDIS	--
QUES107	P87Q71	P86Q71
QUES108	N87COMX1	--
QUES109	N87COMX2	--
QUES110	N87PREG1	--
QUES111	P87Q50	P86Q50
QUES112	N87CHAGE	--
QUES113	N87PLNCH	--
QUES114	N87MARST	--
QUES115	N87SPEMP	--

Original Question 1987	Variable Name in 1987	Matching Variable in 1986
QUES116	N87SPORG	--
QUES117	N87SPED	--
QUES118- QUES121	N87CD1- N87CD4	--
QUES122- QUES126	P87Q145- P87Q149	P86Q145- P86Q149
QUES127- QUES139	P87Q152- P87Q164	P86Q152- P86Q164

# APPENDIX D

## DESCRIPTIVE STATISTICS FOR 1987 PROTEUS SURVEY QUESTIONS

### RACE87 RACE

Mean	1.247	Std err	.012	Median	1.000
Mode	1.000	Std dev	.709	Variance	.502
Kurtosis	13.438	S E Kurt	.086	Skewness	3.548
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4068.000		

Valid cases 3261 Missing cases 156

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### SEX87 SEX

Mean	1.110	Std err	.005	Median	1.000
Mode	1.000	Std dev	.313	Variance	.098
Kurtosis	4.246	S E Kurt	.086	Skewness	2.499
S E Skew	.043	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	3631.000		

Valid cases 3272 Missing cases 145

CLASS87 CLASS YEAR

Mean	3.964	Std err	.037	Median	4.000
Mode	7.000	Std dev	2.155	Variance	4.642
Kurtosis	-1.392	S E Kurt	.084	Skewness	.070
S E Skew	.042	Range	7.000	Minimum	1.000
Maximum	8.000	Sum	13318.000		

Valid cases 3360 Missing cases 57

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SOCOM87 COMMISSION SOURCE

Mean	2.423	Std err	.014	Median	3.000
Mode	3.000	Std dev	.790	Variance	.623
Kurtosis	-.712	S E Kurt	.084	Skewness	-.662
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8234.000		

Valid cases 3398 Missing cases 19

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RANK87 RANK

Mean	2.365	Std err	.013	Median	3.000
Mode	3.000	Std dev	.770	Variance	.593
Kurtosis	-.933	S E Kurt	.084	Skewness	-.706
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8032.000		

Valid cases 3396 Missing cases 21

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MACOM87 MACOM

Mean	1.880	Std err	.021	Median	1.000
Mode	1.000	Std dev	1.163	Variance	1.353
Kurtosis	.927	S E Kurt	.087	Skewness	1.351
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5978.000		

Valid cases 3180 Missing cases 237

BRTYPE87 BRANCH TYPE

Mean	1.631	Std err	.014	Median	1.000
Mode	1.000	Std dev	.806	Variance	.650
Kurtosis	-1.039	S E Kurt	.088	Skewness	.765
S E Skew	.044	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	5058.000		

Valid cases 3101 Missing cases 316

N87LDR1 EFFECTIVENESS IN LDR ROLE

Mean	1.449	Std err	.009	Median	1.000
Mode	1.000	Std dev	.511	Variance	.261
Kurtosis	-1.246	S E Kurt	.090	Skewness	.389
S E Skew	.045	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4243.000		

Valid cases 2928 Missing cases 489

P87Q75 SELF RATING OF LEADERSHIP

Mean	1.498	Std err	.013	Median	1.000
Mode	1.000	Std dev	.718	Variance	.516
Kurtosis	3.329	S E Kurt	.086	Skewness	1.631
S E Skew	.043	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	4879.000		

Valid cases 3257 Missing cases 160

P87Q139 OVERALL CONFIDENCE IN LEADER ABILS

Mean	1.097	Std err	.005	Median	1.000
Mode	1.000	Std dev	.303	Variance	.092
Kurtosis	7.907	S E Kurt	.084	Skewness	2.982
S E Skew	.042	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	3722.000		

Valid cases 3394 Missing cases 23

N87LDR2 UNIT EFFECTIVENESS

Mean	1.365	Std err	.010	Median	1.000
Mode	1.000	Std dev	.555	Variance	.308
Kurtosis	2.100	S E Kurt	.089	Skewness	1.412
S E Skew	.044	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4149.000		

Valid cases 3039 Missing cases 378

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P87Q77 UNIT RATING

Mean	1.603	Std err	.018	Median	1.000
Mode	1.000	Std dev	.974	Variance	.948
Kurtosis	5.193	S E Kurt	.089	Skewness	2.152
S E Skew	.044	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	4895.000		

Valid cases 3054 Missing cases 363

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P87Q140 AMT OF RESPONSIBILITY

Mean	2.098	Std err	.016	Median	2.000
Mode	2.000	Std dev	.900	Variance	.809
Kurtosis	-.489	S E Kurt	.084	Skewness	.388
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7061.000		

Valid cases 3366 Missing cases 51

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P87Q108 AMT OF CHALLENGE

Mean	2.199	Std err	.016	Median	2.000
Mode	2.000	Std dev	.926	Variance	.857
Kurtosis	-.283	S E Kurt	.085	Skewness	.424
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7372.000		

Valid cases 3352 Missing cases 65

P87Q109 OPP TO EXPRESS IDEAS: SUP

Mean	2.065	Std err	.017	Median	2.000
Mode	1.000	Std dev	.995	Variance	.989
Kurtosis	-.114	S E Kurt	.084	Skewness	.666
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6942.000		

Valid cases 3361 Missing cases 56

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P87Q110 ACCEPTANCE OF IDEAS: SUP

Mean	2.266	Std err	.017	Median	2.000
Mode	2.000	Std dev	.965	Variance	.931
Kurtosis	-.153	S E Kurt	.085	Skewness	.473
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7567.000		

Valid cases 3339 Missing cases 78

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P87Q111 CONTRIBUTION TO DECISION MAKING

Mean	2.349	Std err	.017	Median	2.000
Mode	2.000	Std dev	.985	Variance	.970
Kurtosis	-.303	S E Kurt	.085	Skewness	.422
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7814.000		

Valid cases 3327 Missing cases 90

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P87Q112 ADMIN EFF: SUP

Mean	2.305	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.010	Variance	1.020
Kurtosis	-.324	S E Kurt	.085	Skewness	.434
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7647.000		

Valid cases 3318 Missing cases 99

P87Q113 LEADER EFF: SUP

Mean	2.353	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.059	Variance	1.121
Kurtosis	-.444	S E Kurt	.085	Skewness	.441
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7782.000		

Valid cases 3307 Missing cases 110

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P87Q114 DISCUSSION OF WORK: S'JP

Mean	2.423	Std err	.017	Median	2.000
Mode	3.000	Std dev	1.002	Variance	1.004
Kurtosis	-.404	S E Kurt	.085	Skewness	.304
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8029.000		

Valid cases 3313 Missing cases 104

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P87Q115 AMT OF FRIENDSHIP: SUP

Mean	2.570	Std err	.018	Median	3.000
Mode	3.000	Std dev	1.041	Variance	1.085
Kurtosis	-.434	S E Kurt	.085	Skewness	.207
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8428.000		

Valid cases 3280 Missing cases 137

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P87Q116 RESPECT: SUP

Mean	2.200	Std err	.018	Median	2.000
Mode	1.000	Std dev	1.062	Variance	1.127
Kurtosis	-.245	S E Kurt	.085	Skewness	.599
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7296.000		

Valid cases 3316 Missing cases 101



P87Q117 CONGENIALITY IN UNIT

Mean	2.566	Std err	.016	Median	3.000
Mode	3.000	Std dev	.910	Variance	.829
Kurtosis	-.123	S E Kurt	.085	Skewness	.158
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8505.000		

Valid cases 3315 Missing cases 102

P87Q118 AUTHORITARIAN CONTROL: SUP

Mean	3.191	Std err	.017	Median	3.000
Mode	3.000	Std dev	.951	Variance	.904
Kurtosis	-.026	S E Kurt	.087	Skewness	-.340
S E Skew	.044	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	10039.000		

Valid cases 3146 Missing cases 271

P87Q119 PERSONAL INTEREST: SUP

Mean	2.570	Std err	.017	Median	3.000
Mode	3.000	Std dev	.969	Variance	.938
Kurtosis	-.160	S E Kurt	.085	Skewness	.220
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8480.000		

Valid cases 3300 Missing cases 117

P87Q120 CONSTRUCTIVE CRITICISM: SUP

Mean	2.819	Std err	.015	Median	3.000
Mode	3.000	Std dev	.887	Variance	.787
Kurtosis	.196	S E Kurt	.085	Skewness	.032
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9284.000		

Valid cases 3293 Missing cases 124

P87Q121 TREATMENT AS EQUAL: SUP

Mean	2.603	Std err	.017	Median	3.000
Mode	3.000	Std dev	.962	Variance	.926
Kurtosis	-.020	S E Kurt	.085	Skewness	.200
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8548.000		

Valid cases 3284 Missing cases 133

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P87Q122 MILITARY TASKS IN WORK

Mean	2.607	Std err	.017	Median	3.000
Mode	3.000	Std dev	.994	Variance	.988
Kurtosis	-.395	S E Kurt	.086	Skewness	.110
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8542.000		

Valid cases 3277 Missing cases 140

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P87Q123 DISCUSSION OUTSIDE ISSUES: SUP

Mean	2.904	Std err	.017	Median	3.000
Mode	3.000	Std dev	.980	Variance	.961
Kurtosis	-.184	S E Kurt	.086	Skewness	.036
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9444.000		

Valid cases 3252 Missing cases 165

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P87Q124 AMT OF INITIATIVE

Mean	1.975	Std err	.014	Median	2.000
Mode	2.000	Std dev	.797	Variance	.635
Kurtosis	.122	S E Kurt	.085	Skewness	.536
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6623.000		

Valid cases 3353 Missing cases 64

P87Q125 OTHERS INTERFERENCE

Mean	2.886	Std err	.017	Median	3.000
Mode	3.000	Std dev	.976	Variance	.952
Kurtosis	-.284	S E Kurt	.086	Skewness	-.141
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9340.000		

Valid cases 3236 Missing cases 181

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P87Q126 OPP TO GET TO KNOW OTHERS

Mean	2.343	Std err	.016	Median	2.000
Mode	3.000	Std dev	.929	Variance	.863
Kurtosis	-.533	S E Kurt	.085	Skewness	.112
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7814.000		

Valid cases 3335 Missing cases 82

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P87Q127 RECOG OF ACCOMPLISHMENTS: SUP

Mean	2.643	Std err	.016	Median	3.000
Mode	3.000	Std dev	.915	Variance	.837
Kurtosis	.034	S E Kurt	.085	Skewness	.134
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8742.000		

Valid cases 3308 Missing cases 109

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P87Q128 AMT OF DIRECTION PROVIDED: SUP

Mean	2.860	Std err	.016	Median	3.000
Mode	3.000	Std dev	.923	Variance	.852
Kurtosis	-.060	S E Kurt	.085	Skewness	-.024
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9384.000		

Valid cases 3281 Missing cases 136

P87Q129 WORKLOAD AS AN OFFICER

Mean	2.266	Std err	.015	Median	2.000
Mode	2.000	Std dev	.888	Variance	.788
Kurtosis	-.339	S E Kurt	.085	Skewness	.233
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7545.000		

Valid cases 3330 Missing cases 87

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P87Q130 CONTENTMENT IN WORK

Mean	2.504	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.088	Variance	1.184
Kurtosis	-.570	S E Kurt	.085	Skewness	.342
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8231.000		

Valid cases 3287 Missing cases 130

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P87Q132 CONFIDENCE IN WORK

Mean	1.767	Std err	.013	Median	2.000
Mode	2.000	Std dev	.761	Variance	.579
Kurtosis	.080	S E Kurt	.084	Skewness	.710
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5960.000		

Valid cases 3373 Missing cases 44

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P87Q133 ACCEPTANCE BY OTHER OFFICERS

Mean	2.133	Std err	.015	Median	2.000
Mode	2.000	Std dev	.852	Variance	.726
Kurtosis	-.400	S E Kurt	.084	Skewness	.275
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7160.000		

Valid cases 3357 Missing cases 60

P87Q135 ACCEPTANCE BY TROOPS

Mean	1.906	Std err	.014	Median	2.000
Mode	2.000	Std dev	.788	Variance	.622
Kurtosis	-.261	S E Kurt	.084	Skewness	.463
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6404.000		

Valid cases 3360 Missing cases 57

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P87Q136 ADEQUACY OF TRAINING

Mean	2.828	Std err	.016	Median	3.000
Mode	3.000	Std dev	.930	Variance	.864
Kurtosis	.152	S E Kurt	.086	Skewness	-.066
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9232.000		

Valid cases 3264 Missing cases 153

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P87Q137 ASSISTANCE GIVEN BY OTHER OFFS

Mean	2.708	Std err	.015	Median	3.000
Mode	3.000	Std dev	.840	Variance	.705
Kurtosis	.338	S E Kurt	.085	Skewness	-.042
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8978.000		

Valid cases 3315 Missing cases 102

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P87Q138 TASK STRUCTURE

Mean	2.991	Std err	.015	Median	3.000
Mode	3.000	Std dev	.849	Variance	.720
Kurtosis	.345	S E Kurt	.085	Skewness	-.109
S E Skew	.043	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9823.000		

Valid cases 3284 Missing cases 133

P87Q8 RELS WITH SUPERIOR OFFICERS

Mean	2.235	Std err	.017	Median	2.000
Mode	2.000	Std dev	.973	Variance	.948
Kurtosis	.560	S E Kurt	.084	Skewness	.921
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7569.000		

Valid cases 3386 Missing cases 31

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P87Q9 RELS WITH PEERS

Mean	1.947	Std err	.012	Median	2.000
Mode	2.000	Std dev	.722	Variance	.522
Kurtosis	1.638	S E Kurt	.084	Skewness	.847
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6593.000		

Valid cases 3386 Missing cases 31

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P87Q10 RELS WITH NCOS

Mean	1.898	Std err	.012	Median	2.000
Mode	2.000	Std dev	.720	Variance	.518
Kurtosis	2.021	S E Kurt	.084	Skewness	.931
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6381.000		

Valid cases 3362 Missing cases 55

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P87Q11 RELS WITH TROOPS AND SUBS

Mean	1.865	Std err	.012	Median	2.000
Mode	2.000	Std dev	.710	Variance	.504
Kurtosis	1.174	S E Kurt	.084	Skewness	.731
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6261.000		

Valid cases 3358 Missing cases 59

P87Q51 OPPS TO SOCIALIZE

Mean	2.615	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.018	Variance	1.037
Kurtosis	-.332	S E Kurt	.084	Skewness	.484
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8811.000		

Valid cases 3370 Missing cases 47

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P87Q53 LIVING CONDITIONS

Mean	2.288	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.078	Variance	1.161
Kurtosis	.028	S E Kurt	.084	Skewness	.810
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7708.000		

Valid cases 3369 Missing cases 48

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P87Q54 LEAVE TIME

Mean	2.416	Std err	.017	Median	2.000
Mode	2.000	Std dev	.973	Variance	.947
Kurtosis	.071	S E Kurt	.084	Skewness	.688
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8124.000		

Valid cases 3362 Missing cases 55

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P87Q55 RECREATIONAL OPPS

Mean	2.451	Std err	.017	Median	2.000
Mode	2.000	Std dev	1.011	Variance	1.022
Kurtosis	-.242	S E Kurt	.084	Skewness	.583
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8268.000		

Valid cases 3374 Missing cases 43

P87Q56 FREE TIME FOR SOC OR REC PURSUITS

Mean	2.816	Std err	.019	Median	3.000
Mode	2.000	Std dev	1.110	Variance	1.232
Kurtosis	-.797	S E Kurt	.084	Skewness	.326
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9525.000		

Valid cases 3382 Missing cases 35

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P87Q13 WORK RELS WITH OPP SEX

Mean	2.594	Std err	.014	Median	3.000
Mode	3.000	Std dev	.828	Variance	.685
Kurtosis	.874	S E Kurt	.085	Skewness	.359
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8643.000		

Valid cases 3332 Missing cases 85

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P87Q14 OPPS TO ENGAGE IN PHYSICAL PURSUITS

Mean	2.351	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.035	Variance	1.071
Kurtosis	-.162	S E Kurt	.084	Skewness	.717
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7955.000		

Valid cases 3383 Missing cases 34

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P87Q15 POLS RELATED TO FRATERNIZATION

Mean	2.464	Std err	.013	Median	2.000
Mode	2.000	Std dev	.780	Variance	.609
Kurtosis	.781	S E Kurt	.084	Skewness	.404
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8286.000		

Valid cases 3363 Missing cases 54



P87Q21 SUPPORT FROM FAM/FRIENDS FOR CAREER

Mean	1.909	Std err	.015	Median	2.000
Mode	2.000	Std dev	.869	Variance	.755
Kurtosis	.747	S E Kurt	.084	Skewness	.898
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6448.000		

Valid cases 3378 Missing cases 39

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P87Q22 SUPPORT FROM BRANCH ASSIGNT OFFICER

Mean	2.888	Std err	.019	Median	3.000
Mode	3.000	Std dev	1.099	Variance	1.208
Kurtosis	-.521	S E Kurt	.084	Skewness	.274
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	9760.000		

Valid cases 3379 Missing cases 38

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P87Q18 TIME AVAIL FOR PERSONAL GOALS

Mean	3.095	Std err	.019	Median	3.000
Mode	4.000	Std dev	1.079	Variance	1.165
Kurtosis	-.911	S E Kurt	.084	Skewness	.022
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	10451.000		

Valid cases 3377 Missing cases 40

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P87Q23 OVERALL SATISFACTION WITH LIFE AS OFFICE

Mean	2.253	Std err	.017	Median	2.000
Mode	2.000	Std dev	.967	Variance	.935
Kurtosis	.239	S E Kurt	.084	Skewness	.816
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7593.000		

Valid cases 3370 Missing cases 47

# **N87SAT1 RESPONSIBILITY IN WORK**

Mean	2.079	Std err	.016	Median	2.000
Mode	2.000	Std dev	.930	Variance	.864
Kurtosis	1.120	S E Kurt	.084	Skewness	1.082
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7001.000		

Valid cases	3368	Missing cases	49
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# **N87SAT2 LDR EFFECTIVENESS OF SUP**

Mean	2.414	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.121	Variance	1.256
Kurtosis	-.204	S E Kurt	.084	Skewness	.724
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8105.000		

Valid cases	3358	Missing cases	59
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# **N87SAT3 WORKLOAD AS OFFICER**

Mean	2.508	Std err	.016	Median	2.000
Mode	2.000	Std dev	.928	Variance	.862
Kurtosis	-.004	S E Kurt	.084	Skewness	.719
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8423.000		

Valid cases	3358	Missing cases	59
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# **N87SAT4 NUMBER MILITARY TASKS IN WORK**

Mean	2.501	Std err	.016	Median	2.000
Mode	2.000	Std dev	.911	Variance	.830
Kurtosis	.126	S E Kurt	.084	Skewness	.641
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8431.000		

Valid cases	3371	Missing cases	46
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P87Q25 OVERALL SAT WITH PERSONAL LIFE AT PRESEN

Mean	2.255	Std err	.020	Median	2.000
Mode	2.000	Std dev	1.161	Variance	1.347
Kurtosis	-.338	S E Kurt	.084	Skewness	.761
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7607.000		

Valid cases 3374 Missing cases 43

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P87Q37 I TRY TO ASSESS SELF

Mean	1.304	Std err	.009	Median	1.000
Mode	1.000	Std dev	.526	Variance	.277
Kurtosis	2.883	S E Kurt	.084	Skewness	1.673
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4422.000		

Valid cases 3391 Missing cases 26

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P87Q38 SUPERIORS HELP ASSESS SELF

Mean	2.285	Std err	.014	Median	2.000
Mode	2.000	Std dev	.817	Variance	.667
Kurtosis	-.353	S E Kurt	.084	Skewness	.307
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7702.000		

Valid cases 3371 Missing cases 46

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P87Q39 I TRY TO GET CAREER OPP INFO

Mean	1.524	Std err	.011	Median	1.000
Mode	1.000	Std dev	.651	Variance	.423
Kurtosis	.841	S E Kurt	.084	Skewness	1.058
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5153.000		

Valid cases 3381 Missing cases 36

P87Q40 SUPERIORS HELP GET CAREER OPP INFO

Mean	2.518	Std err	.015	Median	2.000
Mode	2.000	Std dev	.873	Variance	.763
Kurtosis	-.700	S E Kurt	.084	Skewness	.129
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8490.000		

Valid cases 3372 Missing cases 45

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P87Q41 I SET PERSONAL CAREER GOALS

Mean	1.379	Std err	.010	Median	1.000
Mode	1.000	Std dev	.569	Variance	.324
Kurtosis	1.516	S E Kurt	.084	Skewness	1.338
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4669.000		

Valid cases 3385 Missing cases 32

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P87Q42 SUPERIORS HELP SET CAREER GOALS

Mean	2.602	Std err	.015	Median	3.000
Mode	2.000	Std dev	.854	Variance	.729
Kurtosis	-.703	S E Kurt	.084	Skewness	.082
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8771.000		

Valid cases 3371 Missing cases 46

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P87Q43 I DEVELOP CAREER PLANS

Mean	1.614	Std err	.012	Median	2.000
Mode	1.000	Std dev	.695	Variance	.483
Kurtosis	.531	S E Kurt	.084	Skewness	.930
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5452.000		

Valid cases 3377 Missing cases 40

P87Q44 SUPERIORS HELP WITH CAREER PLANS

Mean	2.688	Std err	.015	Median	3.000
Mode	3.000	Std dev	.861	Variance	.741
Kurtosis	-.771	S E Kurt	.085	Skewness	-.007
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	9020.000		

Valid cases 3356 Missing cases 61

P87Q45 YEARS PLANNING AHEAD

Mean	1.705	Std err	.015	Median	1.000
Mode	1.000	Std dev	.877	Variance	.769
Kurtosis	.135	S E Kurt	.084	Skewness	1.039
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5765.000		

Valid cases 3381 Missing cases 36

N87CAR1 I GET IDENTITY FROM MY CAREER

Mean	1.892	Std err	.016	Median	2.000
Mode	2.000	Std dev	.906	Variance	.821
Kurtosis	1.201	S E Kurt	.084	Skewness	1.122
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6382.000		

Valid cases 3374 Missing cases 43

P87Q27 CAREER GIVES WELL BEING

Mean	2.070	Std err	.016	Median	2.000
Mode	2.000	Std dev	.930	Variance	.864
Kurtosis	.569	S E Kurt	.084	Skewness	.881
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6951.000		

Valid cases 3358 Missing cases 59

P87Q28 I GET SENSE OF PRIDE FROM CAREER

Mean	1.634	Std err	.013	Median	1.000
Mode	1.000	Std dev	.774	Variance	.600
Kurtosis	2.179	S E Kurt	.084	Skewness	1.352
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5490.000		

Valid cases 3360 Missing cases 57

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N87CAR2 CAREER IS IMPORTANT

Mean	1.664	Std err	.014	Median	1.000
Mode	1.000	Std dev	.835	Variance	.697
Kurtosis	1.866	S E Kurt	.084	Skewness	1.349
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5602.000		

Valid cases 3367 Missing cases 50

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P87Q30 DESCRIBE SELF WITH CAREER

Mean	2.086	Std err	.019	Median	2.000
Mode	1.000	Std dev	1.100	Variance	1.209
Kurtosis	-.110	S E Kurt	.084	Skewness	.854
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7026.000		

Valid cases 3368 Missing cases 49

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P87Q31 CAREER AT OR NEAR TOP OF RANKING

Mean	2.027	Std err	.017	Median	2.000
Mode	2.000	Std dev	1.000	Variance	1.000
Kurtosis	.457	S E Kurt	.084	Skewness	.959
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6828.000		

Valid cases 3368 Missing cases 49

N87MENT1 NUMBER OF MENTORS

Mean	2.400	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.024	Variance	1.048
Kurtosis	-1.104	S E Kurt	.084	Skewness	.145
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	8132.000		

Valid cases 3388 Missing cases 29

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P87Q61 SEX OF MENTOR

Mean	1.025	Std err	.003	Median	1.000
Mode	1.000	Std dev	.156	Variance	.024
Kurtosis	35.246	S E Kurt	.095	Skewness	6.101
S E Skew	.048	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	2716.000		

Valid cases 2650 Missing cases 767

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P87Q62 MENTOR

Mean	2.316	Std err	.029	Median	2.000
Mode	1.000	Std dev	1.502	Variance	2.257
Kurtosis	-.682	S E Kurt	.096	Skewness	.770
S E Skew	.048	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	6038.000		

Valid cases 2607 Missing cases 810

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P87Q63 MENTOR HELP

Mean	1.728	Std err	.018	Median	1.000
Mode	1.000	Std dev	.919	Variance	.845
Kurtosis	.308	S E Kurt	.095	Skewness	1.124
S E Skew	.048	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4547.000		

Valid cases 2631 Missing cases 786

P87Q64 MENTOR IMPORTANT

Mean	2.962	Std err	.014	Median	3.000
Mode	3.000	Std dev	.710	Variance	.504
Kurtosis	.305	S E Kurt	.095	Skewness	.036
S E Skew	.047	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7932.000		

Valid cases 2678 Missing cases 739

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N87MENT2 MENTORS HELP CAREER

Mean	2.968	Std err	.015	Median	3.000
Mode	3.000	Std dev	.891	Variance	.793
Kurtosis	-.502	S E Kurt	.084	Skewness	-.524
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	9968.000		

Valid cases 3359 Missing cases 58

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N87INTEN CAREER INTENTIONS

Mean	2.846	Std err	.026	Median	3.000
Mode	3.000	Std dev	1.494	Variance	2.233
Kurtosis	-.668	S E Kurt	.084	Skewness	.481
S E Skew	.042	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	9613.000		

Valid cases 3378 Missing cases 39

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N87CDF1 PAY INFLUENCE

Mean	1.703	Std err	.012	Median	2.000
Mode	2.000	Std dev	.701	Variance	.492
Kurtosis	1.195	S E Kurt	.084	Skewness	.942
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5768.000		

Valid cases 3386 Missing cases 31



N87CDF2 INFLUENCE OF ARMY BENEFITS

Mean	1.874	Std err	.014	Median	2.000
Mode	2.000	Std dev	.808	Variance	.653
Kurtosis	.384	S E Kurt	.084	Skewness	.819
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6329.000		

Valid cases 3377 Missing cases 40

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N87CDF3 RETIREMENT INFLUENCE

Mean	1.827	Std err	.015	Median	2.000
Mode	2.000	Std dev	.858	Variance	.737
Kurtosis	.272	S E Kurt	.084	Skewness	.923
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6158.000		

Valid cases 3371 Missing cases 46

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N87CDF4 ASSIGNMENT LOCATION

Mean	1.893	Std err	.014	Median	2.000
Mode	2.000	Std dev	.785	Variance	.616
Kurtosis	.209	S E Kurt	.084	Skewness	.695
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6380.000		

Valid cases 3370 Missing cases 47

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N87CDF5 CIVILIAN ALTERNATIVES

Mean	2.015	Std err	.016	Median	2.000
Mode	1.000	Std dev	.958	Variance	.918
Kurtosis	-.653	S E Kurt	.084	Skewness	.590
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6793.000		

Valid cases 3371 Missing cases 46

N87CDF6 EMPLOY OPPORT FOR SPOUSE INFL

Mean	2.337	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.078	Variance	1.162
Kurtosis	-1.156	S E Kurt	.085	Skewness	.327
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7761.000		

Valid cases 3321 Missing cases 96

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N87CDF7 SPOUSE SATIS WITH ARMY

Mean	1.850	Std err	.018	Median	2.000
Mode	1.000	Std dev	1.061	Variance	1.125
Kurtosis	-.182	S E Kurt	.085	Skewness	1.061
S E Skew	.043	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6135.000		

Valid cases 3317 Missing cases 100

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N87CDF8 CHILDREN ADJUST TO ARMY

Mean	2.160	Std err	.020	Median	2.000
Mode	1.000	Std dev	1.151	Variance	1.324
Kurtosis	-1.125	S E Kurt	.085	Skewness	.570
S E Skew	.043	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	7099.000		

Valid cases 3286 Missing cases 131

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N87CDF9 SCHOOLS FOR CHILDREN

Mean	2.054	Std err	.020	Median	2.000
Mode	1.000	Std dev	1.153	Variance	1.330
Kurtosis	-.976	S E Kurt	.085	Skewness	.712
S E Skew	.043	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	6740.000		

Valid cases 3281 Missing cases 136

N87FAM1 SPOUSE INVOLVEMENT IN CAREER

Mean	2.593	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.106	Variance	1.224
Kurtosis	-.627	S E Kurt	.085	Skewness	.379
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8688.000		

Valid cases 3350 Missing cases 67

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N87FAM2 SPOUSE TIME TO UNIT

Mean	3.419	Std err	.017	Median	3.000
Mode	3.000	Std dev	.976	Variance	.952
Kurtosis	-.405	S E Kurt	.085	Skewness	-.189
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	11431.000		

Valid cases 3343 Missing cases 74

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N87FAM3 SPOUSE IMPACT UNIT EFFECT

Mean	2.678	Std err	.018	Median	3.000
Mode	2.000	Std dev	1.043	Variance	1.088
Kurtosis	-.451	S E Kurt	.085	Skewness	.399
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8954.000		

Valid cases 3344 Missing cases 73

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N87FAM4 FAMILY PROBS AFFECT PERFORM

Mean	1.554	Std err	.012	Median	1.000
Mode	1.000	Std dev	.698	Variance	.487
Kurtosis	2.605	S E Kurt	.085	Skewness	1.379
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5198.000		

Valid cases 3345 Missing cases 72

N87FAM5 SPOUSE CAREER SACRIFICE

Mean	2.499	Std err	.021	Median	2.000
Mode	2.000	Std dev	1.199	Variance	1.438
Kurtosis	-.651	S E Kurt	.085	Skewness	.556
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	8343.000		

Valid cases 3338 Missing cases 79

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N87FAM6 GEOGRAPHIC SEPARATION

Mean	2.264	Std err	.018	Median	2.000
Mode	2.000	Std dev	1.046	Variance	1.094
Kurtosis	.518	S E Kurt	.085	Skewness	.969
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7567.000		

Valid cases 3343 Missing cases 74

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N87FAM7 BALANCE ARMY AND FAMILY

Mean	2.308	Std err	.019	Median	2.000
Mode	2.000	Std dev	1.094	Variance	1.197
Kurtosis	-.469	S E Kurt	.085	Skewness	.607
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7676.000		

Valid cases 3326 Missing cases 91

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N87FAM8 SATIS OF SPOUSE WITH ARMY

Mean	2.513	Std err	.022	Median	2.000
Mode	2.000	Std dev	1.051	Variance	1.105
Kurtosis	-.163	S E Kurt	.100	Skewness	.760
S E Skew	.050	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	6003.000		

Valid cases 2389 Missing cases 1028

P87Q48 SPOUSE COMMITMENT TO YOUR CAREER AS OFFI

Mean	1.933	Std err	.019	Median	2.000
Mode	2.000	Std dev	.912	Variance	.833
Kurtosis	1.362	S E Kurt	.100	Skewness	1.124
S E Skew	.050	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	4641.000		

Valid cases 2401 Missing cases 1016

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P87Q49 COMPATIBILITY BETWEEN CAREERS

Mean	3.497	Std err	.042	Median	3.000
Mode	2.000	Std dev	2.097	Variance	4.398
Kurtosis	-.933	S E Kurt	.097	Skewness	.687
S E Skew	.049	Range	6.000	Minimum	1.000
Maximum	7.000	Sum	8817.000		

Valid cases 2521 Missing cases 896

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P87Q66 FITNESS

Mean	2.083	Std err	.013	Median	2.000
Mode	2.000	Std dev	.760	Variance	.578
Kurtosis	.090	S E Kurt	.084	Skewness	.330
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	7031.000		

Valid cases 3376 Missing cases 41

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P87Q67 WEIGHT

Mean	1.459	Std err	.012	Median	1.000
Mode	1.000	Std dev	.719	Variance	.518
Kurtosis	1.894	S E Kurt	.084	Skewness	1.555
S E Skew	.042	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	4922.000		

Valid cases 3374 Missing cases 43

N87RDIS DIFF TREATMENT RACE

Mean	2.917	Std err	.006	Median	3.000
Mode	3.000	Std dev	.335	Variance	.113
Kurtosis	19.100	S E Kurt	.085	Skewness	-4.343
S E Skew	.042	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	9749.000		

Valid cases 3342 Missing cases 75

N87SDIS DIFF TREATMENT SEX

Mean	2.849	Std err	.008	Median	3.000
Mode	3.000	Std dev	.465	Variance	.217
Kurtosis	8.702	S E Kurt	.085	Skewness	-3.117
S E Skew	.042	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	9509.000		

Valid cases 3338 Missing cases 79

P87Q71 KNOW ABOUT COMBAT EXCLUSION

Mean	1.041	Std err	.003	Median	1.000
Mode	1.000	Std dev	.198	Variance	.039
Kurtosis	19.657	S E Kurt	.084	Skewness	4.652
S E Skew	.042	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	3505.000		

Valid cases 3368 Missing cases 49

N87COMX1 COMBAT EXPER CAREER IMPACT

Mean	2.728	Std err	.010	Median	3.000
Mode	3.000	Std dev	.570	Variance	.325
Kurtosis	2.785	S E Kurt	.085	Skewness	-1.983
S E Skew	.042	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	9067.000		

Valid cases 3324 Missing cases 93

N87COMX2 COMBAT EXP COMMIT IMPACT

Mean	3.443	Std err	.013	Median	4.000
Mode	4.000	Std dev	.745	Variance	.554
Kurtosis	1.724	S E Kurt	.085	Skewness	-1.383
S E Skew	.043	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	11420.000		

Valid cases 3317 Missing cases 100

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N87PREG1 PREGNANT OFFICERS VIEWED DIFF

Mean	2.220	Std err	.009	Median	2.000
Mode	2.000	Std dev	.528	Variance	.278
Kurtosis	-.144	S E Kurt	.085	Skewness	.175
S E Skew	.043	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	7363.000		

Valid cases 3317 Missing cases 100

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P87Q50 TOTAL CHILDREN

Mean	1.595	Std err	.016	Median	1.000
Mode	1.000	Std dev	.921	Variance	.848
Kurtosis	1.248	S E Kurt	.085	Skewness	1.445
S E Skew	.042	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	5340.000		

Valid cases 3348 Missing cases 69

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N87CHAGE AGE OLDEST CHILD

Mean	2.079	Std err	.032	Median	2.000
Mode	1.000	Std dev	1.121	Variance	1.257
Kurtosis	.466	S E Kurt	.140	Skewness	.938
S E Skew	.070	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	2524.000		

Valid cases 1214 Missing cases 2203

# N87PLNCH PLAN TO HAVE CHILDREN

Mean	1.308	Std err	.008	Median	1.000
Mode	1.000	Std dev	.462	Variance	.213
Kurtosis	-1.304	S E Kurt	.085	Skewness	.835
S E Skew	.043	Range	1.000	Minimum	1.000
Maximum	2.000	Sum	4337.000		

Valid cases 3317 Missing cases 100

# N87MARST MARITAL STATUS

Mean	1.872	Std err	.015	Median	2.000
Mode	2.000	Std dev	.856	Variance	.733
Kurtosis	3.708	S E Kurt	.085	Skewness	1.563
S E Skew	.042	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	6250.000		

Valid cases 3338 Missing cases 79

# N87SPEMP SPOUSE EMPLOY STATUS

Mean	2.670	Std err	.027	Median	3.000
Mode	4.000	Std dev	1.264	Variance	1.597
Kurtosis	-1.627	S E Kurt	.106	Skewness	-.204
S E Skew	.053	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	5722.000		

Valid cases 2143 Missing cases 1274

# N87SPORG TYPE ORGANIZ SPOUSE EMPLOY

Mean	4.346	Std err	.054	Median	4.000
Mode	7.000	Std dev	2.478	Variance	6.141
Kurtosis	-1.626	S E Kurt	.108	Skewness	-.121
S E Skew	.054	Range	6.000	Minimum	1.000
Maximum	7.000	Sum	8996.000		

Valid cases 2070 Missing cases 1347



N87SPED SPOUSE EDUC LEVEL

Mean	3.676	Std err	.023	Median	4.000
Mode	4.000	Std dev	1.074	Variance	1.154
Kurtosis	.241	S E Kurt	.106	Skewness	.203
S E Skew	.053	Range	5.000	Minimum	1.000
Maximum	6.000	Sum	7818.000		

Valid cases 2127 Missing cases 1290

N87CD1 JOINT DOMICILE INFLU

Mean	1.873	Std err	.049	Median	1.000
Mode	1.000	Std dev	1.058	Variance	1.120
Kurtosis	-.645	S E Kurt	.226	Skewness	.851
S E Skew	.113	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	867.000		

Valid cases 463 Missing cases 2954

N87CD2 COMPATIBLE BRANCHES INFLU

Mean	2.288	Std err	.052	Median	2.000
Mode	1.000	Std dev	1.104	Variance	1.219
Kurtosis	-1.313	S E Kurt	.231	Skewness	.209
S E Skew	.116	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1018.000		

Valid cases 445 Missing cases 2972

N87CD3 EXTENDED MATERNITY INFLU

Mean	2.088	Std err	.055	Median	2.000
Mode	1.000	Std dev	1.158	Variance	1.340
Kurtosis	-1.246	S E Kurt	.231	Skewness	.521
S E Skew	.116	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	927.000		

Valid cases 444 Missing cases 2973

N87CD4 CHILD CARE FACILITIES INFLU

Mean	2.108	Std err	.051	Median	2.000
Mode	1.000	Std dev	1.093	Variance	1.194
Kurtosis	-1.166	S E Kurt	.227	Skewness	.455
S E Skew	.114	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	974.000		

Valid cases 462 Missing cases 2955

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P87Q145 COMPANY GRADE LEVEL COMMAND

Mean	2.830	Std err	.029	Median	3.000
Mode	3.000	Std dev	.955	Variance	.911
Kurtosis	-.639	S E Kurt	.151	Skewness	-.503
S E Skew	.075	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	2980.000		

Valid cases 1053 Missing cases 2364

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P87Q146 FORMAL FEEDBACK ON COMMAND

Mean	1.404	Std err	.020	Median	1.000
Mode	1.000	Std dev	.557	Variance	.310
Kurtosis	1.373	S E Kurt	.175	Skewness	1.166
S E Skew	.088	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	1095.000		

Valid cases 780 Missing cases 2637

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P87Q147 IMPORTANCE OF SUCCESSFUL COMMAND

Mean	1.298	Std err	.018	Median	1.000
Mode	1.000	Std dev	.570	Variance	.325
Kurtosis	2.099	S E Kurt	.150	Skewness	1.777
S E Skew	.075	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	1369.000		

Valid cases 1055 Missing cases 2362

P87Q148 DIFFICULTY OF GETTING COMMAND

Mean	2.039	Std err	.025	Median	2.000
Mode	2.000	Std dev	.795	Variance	.632
Kurtosis	-1.095	S E Kurt	.151	Skewness	.067
S E Skew	.075	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	2143.000		

Valid cases 1051 Missing cases 2366

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P87Q149 COMMAND MOST IMPORTANT JOB SO FAR

Mean	1.226	Std err	.016	Median	1.000
Mode	1.000	Std dev	.515	Variance	.265
Kurtosis	4.099	S E Kurt	.151	Skewness	2.238
S E Skew	.076	Range	2.000	Minimum	1.000
Maximum	3.000	Sum	1286.000		

Valid cases 1049 Missing cases 2368

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P87Q152 ACAD PREP FOR BRANCH COURSE

Mean	2.444	Std err	.041	Median	2.000
Mode	1.000	Std dev	1.305	Variance	1.703
Kurtosis	-.983	S E Kurt	.154	Skewness	.454
S E Skew	.077	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	2446.000		

Valid cases 1001 Missing cases 2416

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P87Q153 ACAD PREP FOR ORAL PRESENTATIONS

Mean	1.645	Std err	.025	Median	1.000
Mode	1.000	Std dev	.804	Variance	.647
Kurtosis	1.892	S E Kurt	.155	Skewness	1.355
S E Skew	.077	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1640.000		

Valid cases 997 Missing cases 2420

P87Q154 ACAD PREP FOR WRITTEN COMMS

Mean	1.604	Std err	.024	Median	1.000
Mode	1.000	Std dev	.753	Variance	.567
Kurtosis	2.197	S E Kurt	.155	Skewness	1.361
S E Skew	.077	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1598.000		

Valid cases 996 Missing cases 2421

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P87Q155 PHYSICAL PREP FOR PHYS ACTIVITIES

Mean	1.465	Std err	.029	Median	1.000
Mode	1.000	Std dev	.678	Variance	.460
Kurtosis	2.700	S E Kurt	.211	Skewness	1.579
S E Skew	.106	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	781.000		

Valid cases 533 Missing cases 2884

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P87Q156 PHYSICAL PREP TO MEET STANDARDS

Mean	1.327	Std err	.024	Median	1.000
Mode	1.000	Std dev	.551	Variance	.303
Kurtosis	3.521	S E Kurt	.211	Skewness	1.735
S E Skew	.106	Range	3.000	Minimum	1.000
Maximum	4.000	Sum	706.000		

Valid cases 532 Missing cases 2885

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P87Q157 VALUE OF CADET TRAINING FOR OFFICER ROLE

Mean	2.254	Std err	.057	Median	2.000
Mode	2.000	Std dev	1.048	Variance	1.098
Kurtosis	.128	S E Kurt	.265	Skewness	.721
S E Skew	.133	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	762.000		

Valid cases 338 Missing cases 3079

P87Q158 VALUE OF SUMMER CAMP FOR OFFICER ROLE

Mean	2.663	Std err	.058	Median	3.000
Mode	2.000	Std dev	1.144	Variance	1.308
Kurtosis	-.634	S E Kurt	.249	Skewness	.307
S E Skew	.125	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1020.000		

Valid cases 383 Missing cases 3034

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P87Q159 VALUE OF ORIENTATIONS FOR OFFICER ROLE

Mean	2.826	Std err	.046	Median	3.000
Mode	3.000	Std dev	1.039	Variance	1.079
Kurtosis	-.432	S E Kurt	.217	Skewness	.236
S E Skew	.109	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1430.000		

Valid cases 506 Missing cases 2911

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P87Q160 CONFIDENCE IN ABILITY FOR ASSIGNMENT

Mean	2.054	Std err	.043	Median	2.000
Mode	2.000	Std dev	.985	Variance	.971
Kurtosis	.001	S E Kurt	.211	Skewness	.786
S E Skew	.106	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1101.000		

Valid cases 536 Missing cases 2881

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P87Q161 WONDERED IF READY TO BE LEADER

Mean	3.326	Std err	.051	Median	4.000
Mode	4.000	Std dev	1.187	Variance	1.408
Kurtosis	-1.158	S E Kurt	.211	Skewness	-.185
S E Skew	.106	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1773.000		

Valid cases 533 Missing cases 2884

P87Q162 QUESTIONED EXPERIENCE

Mean	3.350	Std err	.050	Median	4.000
Mode	4.000	Std dev	1.157	Variance	1.339
Kurtosis	-1.147	S E Kurt	.211	Skewness	-.169
S E Skew	.106	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1782.000		

Valid cases 532 Missing cases 2885

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P87Q163 WELL INFORMED ABOUT FIRST ASSIGNMENT

Mean	2.221	Std err	.043	Median	2.000
Mode	2.000	Std dev	.990	Variance	.979
Kurtosis	-.150	S E Kurt	.211	Skewness	.688
S E Skew	.106	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1186.000		

Valid cases 534 Missing cases 2883

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P87Q164 TOOK TIME TO ADJUST

Mean	3.167	Std err	.052	Median	3.000
Mode	4.000	Std dev	1.178	Variance	1.387
Kurtosis	-1.022	S E Kurt	.213	Skewness	-.135
S E Skew	.107	Range	4.000	Minimum	1.000
Maximum	5.000	Sum	1653.000		

Valid cases 522 Missing cases 2895